TERMINAL EVALUATION REPORT

SECURING THE LONG-TERM CONSERVATION OF TIMOR LESTE BIODIVERSITY AND ECOSYSTEM SERVICES THROUGH THE ESTABLISHMENT OF A FUNCTIONING NATIONAL PROTECTED AREA SYSTEM AND THE IMPROVEMENT OF NATURAL RESOURCE MANAGEMENT IN PRIORITY CATCHMENT CORRIDORS (TLSNAP) PROJECT

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prepared by

TERMINAL EVALUATION OF "SECURING THE LONG-TERM CONSERVATION OF TIMOR LESTE BIODIVERSITY AND ECOSYSTEM SERVICES THROUGH THE ESTABLISHMENT OF A FUNCTIONING NATIONAL PROTECTED AREA SYSTEM AND THE IMPROVEMENT OF NATURAL RESOURCE MANAGEMENT IN PRIORITY CATCHMENT CORRIDORS (TLSNAP) PROJECT"

FINAL REPORT SUBMITTED TO

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PROJECT DATA SHEET

Project Title	Securing the long-term conservation of Timor-Leste's biodiversity and ecosystem services through the establishment of a functioning National Protected Area System and the improvement of natural resource management in priority catchment corridors (TLSNAP)
GEF Project ID	9434
GEF Financing	USD 3,340,367
Planned Co-financing	USD 12,292,000
Co-Financing Materialized as of FTE (30 June 2023)	USD 17,376,802 From CEO Endorsement on 11 April 2018 – 30 June 2023
Key Objectives	To establish Timor-Leste's National Protected Area System and improve the management of forest ecosystems in priority catchment corridors
GEF Agency	Conservation International (CI)
Project Country	Timor-Leste
Executing Agencies	Ministry of Agriculture and Fisheries (MAF) Ministry of Commerce, Industry and Environment (MCIE) Conservation International Timor-Leste (CI-TL)
Project Document Submission Date	05 December 2017
Date of CEO Endorsement/Approval	11 April 2018
Actual Start Date	1 June 2018
Initial Project End Date	31 May 2022
No-Cost Extension Project Completion Date Expected Financial Closure Date	31 January 2024 31 July 2024

ACKNOWLEDGEMENTS

This Final Evaluation Report sets out assessment findings, achievements, accomplishments, lessons learned, and recommendations for the project titled “Securing the Long-Term Conservation of Timor-Leste’s Biodiversity and Ecosystem Service through the Establishment of a Functioning National Protected Area Network and the Improvement of Natural Resource Management in Priority Catchment Corridors.” The report is developed in compliance with the terms of reference for the assignment. The conclusions and recommendations in the following pages are solely those of the evaluators and are not binding on the project management and donors.

The authors would like to thank all those who assisted in the Final Terminal Evaluation, particularly the CI-TL PMU and CI-GEF Project Management Team for providing technical and logistic supports, and all the stakeholders who consented to be interviewed and giving their insights during group discussions.

ABBREVIATIONS AND ACRONYMS

ATSEA	Arafura and Timor Seas Ecosystem Action
AWP	Annual Work Plan
BIOPAMA	Biodiversity and Protected Areas Management
CBFA	Community-Based Field Assistants
CCG	Community Conservation Group
CEO	Chief Executive Officer
CEPF	Critical Ecosystem Partnership Fund
CI-GEF	Conservation International - Global Environment Facility
CI-TL	Conservation International - Timor Leste
CTSP	Coral Triangle Support Partnership
EP	Executing Partner
ECJRC	European Commission Joint Research Centre
ESMF	Environmental and Social Management Framework
EU	European Union
FAO	Food and Agricultural Organization
FGD	Focus Group Discussion
FRA	Forest Resources Assessment (The Global Forest Resources Assessment)
FY	Fiscal Year
GAP	Gender Action Plan
GDP	Gross Domestic Product
GIS	Geographic Information System
GMP	Gender Mainstreaming Plan
GNI	Gross National Income
GoTL	Government of Timor Leste

GRP	Gross Regional Product
HCV	High Conservation Value
IA	Implementing Agency
IDI	In-Depth Interview
IDPS	International Dialogue for Peacebuilding and State Building
IMF	International Monetary Fund
INDMO	National Institute for the Development of Manpower
IUCN	International Union for Conservation of Nature
JICA	Japan International Cooperation Agency
JRC	Joint Research Centre
KII	Key Informant Interview
MAF	Ministry of Agriculture and Fisheries
MALFF	Ministry of Agriculture, Livestock, Fisheries, and Forestry (effective in 2022 replacing MAF)
MCIE	Ministry of Commerce, Industry and Environment
MDGs	Millennium Development Goals
METT	Management Effectiveness Tracking Tool
MTE	Mid-Term Evaluation
NBSAP	National Biodiversity Strategy Action Plan
NGO	Non-Governmental Organization
NP	National Park
NPP	National Priorities Process
NRM	Natural Resource Management
PA	Protected Area
PAN	Protected Area Network
PIF	Project Identification Form
PIR	Project Implementation Report

PMU	Project Management Unit
PoWPA	Programme of Works for Protected Areas
PSC	Project Steering Committee
RAP	Rapid Assessment Program
RFP	Request for Proposal
RTO	Registered Training Organization
SAP	Strategic Action Plan
SDGs	Sustainable Development Goals
SEPFOPE	Secretariat of State for Vocational Training Policy and Employment
SFM	Sustainable Forest Management
SIDS	Small Island Developing State
SMART	Specific, Measurable, Attainable, Relevant, Time-bound
SSE	Secretary of State for the Environment
TE	Terminal Evaluation
UN	United Nations
UNCBD	United Nation's Convention on the Biodiversity Conservation
UNDP	United Nations Development Programme
USAID	United State Agency for International Development

GLOSSARY OF TERMS

Aldeia	Village as sub-group of the suco in Timor-Leste consists of a small group of houses or settlement.
Afforestation:	2000 FRA: Afforestation is the conversion from other land uses into forest, or the increase of the canopy cover to above the 10% threshold. 2015 FRA: Afforestation: Establishment of forest through planting and/or deliberate seeding on land that, until then, was not classified as forest.
Catchment:	A catchment - or drainage basin - is a discrete area of land which has a common drainage system. A catchment includes both the water bodies that convey the water and the land surface from which water drains into these bodies (UNEP et al. 1997).
Deforestation:	2000 FRA: Deforestation is the conversion of forest to another land use or the long-term reduction of tree canopy cover below the 10% threshold. 2015 FRA: Deforestation: The conversion of forest to other land use or the permanent reduction of the tree canopy cover below the minimum 10 percent threshold
Forest degradation:	2000 FRA: Forest degradation is a reduction of the canopy cover or stocking within a forest. 2015 FRA: Forest degradation: The reduction of the capacity of a forest to provide goods and services.
Forest improvement:	2000 FRA: Forest improvement is the increase of the canopy cover or stocking within a forest
Forest rehabilitation:	FAO SFM Toolbox: The purpose of forest rehabilitation is to restore the capacity of degraded forest land to deliver forest products and services. Forest rehabilitation re-establishes the original productivity of the forest and some, but not necessarily all, of the plant and animal species thought to be originally present at a site
Forest restoration:	FAO SFM Toolbox: The purpose of forest restoration is to restore a degraded forest to its original state – that is, to re-establish the presumed structure, productivity, and species diversity of the forest originally present at a site
Reforestation:	2000 FRA: Reforestation is the re-establishment of forest formations after a temporary condition with less than 10% canopy cover due to human-induced or natural perturbations. 2015 FRA: Reforestation: Re-establishment of forest through planting and/or deliberate seeding on land classified as forest.
Sub-catchment:	The term sub-catchment is used to describe a smaller area of land that drains to a smaller stream. There can be several sub-catchments within a catchment.

Suco:	The smallest administrative division in Timor-Leste is the suco (group of villages), which can comprise one or many aldeias (villages).
Tara Bandu	A unique ancient tradition of Timor Leste, it has traditional ceremony and rituals under customary law. Tara Bandu applies to the spatial scale of the smallest administrative division of the territory (suco) and have rooted in oral tradition (*lisan*). Tara Bandu is the local wisdom in regulating the natural resources management and relations among people and often being used as solution in the conflict management. Currently there is a revitalization efforts and written process to make Tara Bandu a part of the formal law.
Water harvesting structures (*embung*)	Water harvesting structures strategically placed on the ridges. These structures - usually 2-meter squares with 4-meter depth - are designed to capture and store water.

Table of Contents

LIST OF TABLES AND FIGURES

List of Tables

List of Figures

List of Annex

Executive Summary

GEF (Global Environment Fund) supported the collaboration between Conservation International (CI) and the Government of Timor Leste to implement a project titled "Securing the Long-term Conservation of Timor-Leste's Biodiversity and Ecosystem Services through the Establishment of a Functioning National Protected Area System and the Improvement of Natural Resource Management in Priority Catchment Corridors" (TLSNAP). This multi-focal TLSNAP Project was initiated on 1 June 2018 and was set to end on 23 May 2022. However, some delays occurred during project implementation, mainly due to the COVID-19 pandemic, and resulted in the project extension. A project no-cost extension was set to end on 31 January 2024, while the financial closure was set on 31 July 2024. A total of USD 3,340,367 GEF funds was provided for the TLSNAP Project implementation, with planned co-financing of USD 12,292,000, which on paper was accumulated as much as USD 17,376,802 as of 30 June 2023.

The TLSNAP project was implemented in 10 sucos (villages) across two priority catchment corridors (Irabere and Comoro) in two protected areas: Mount Fatumasin/Kutulau Protected Area and Mount Legumau Protected Area. The project aimed to establish Timor-Leste's National Protected Area (PA) System and improve the management of forest ecosystems in priority catchment corridors. This objective is planned to be achieved through three project components: Establishment of a National Protected Area System (Component 1), Improvement of community-based natural resource management systems in priority catchment corridors (Component 2), and Improvement of forest management and reforestation of degraded lands in priority catchment corridors (Component 3).

A Terminal Evaluation (TE) was conducted by Dinamika Mandiri Perdana (DMP), a consulting firm based in Indonesia. The TE was held from August to December 2023 to provide an independent external evaluation of the project achievement results against what was expected to be achieved, draw lessons to enhance the sustainability of project benefits and sustainability, as well as contribute to the overall improvement of future programming. Qualitative data collection methods (Focus Group Discussion/FGD and Key Informant Interview/KII) were applied to acquire information from the project beneficiaries, staff of the implementing and executing agencies, and other relevant stakeholders. Prior to the field data collection, extensive desk reviews of project-related documentation were done to obtain comprehensive information about the project.

The Terminal Evaluation concluded that the TLSNAP Project has successfully established Timor-Leste's National Protected Area System and enhanced the management of forest ecosystems within two key catchment corridors: Mount Kutulau and Mount Legumau protected areas. Covering a combined area of 22,855 hectares, the two Protected Areas set up a new standard for other protected areas in the country. Mount Kutulau and Mount Legumau protected areas should showcase the blueprint of effective natural resource management. Such management encourages community involvement and engagement in addressing environmental challenges. It supports the collaboration between the Timor Leste government and the community in the country's economic development outside the oil and gas sector. Despite experiencing delays, the TLSNAP project is a pioneering milestone in Timor-Leste's conservation sector in which environmental, social and governance (ESG) safeguards have been fully implemented and set a standard.

The TLSNAP Project has made considerable efforts to ensure that activities are completed within a realistic timeframe to achieve meaningful impacts. However, the time-consuming and intricate nature of the project activities, which involve numerous multi-stakeholder consultations, coupled with challenges arising from the COVID-19 pandemic, have posed significant hurdles. Therefore, the establishment of fully operational Protected Areas should be approached cautiously, as doubts persist regarding the resilience and sustainability of these areas. The government should follow up the formation of PA committees that have a crucial role in PA management as these committees will be responsible for operating the Natural Resource Management (NRM) plans at Mount Kutulau and Mount Legumau Protected Areas and ensuring their sustainability. Ongoing oversight and guidance for the PA management will still be needed. While the forthcoming BIOPAMA project may offer support for the Comoro catchment in Mount Kutulau, there remains a risk of deterioration in the Irabere catchments (Mount Legumau) if the government does not initiate timely intervention.

The TLSNAP project responded to Timor-Leste's critical need to establish a protected area network by filling knowledge voids related to biodiversity, forest coverage, hydrological factors, smart social agroforestry, and other environmental management necessities, thus enhancing livelihood strategies. A total of 1,636 direct and 5,053 indirect beneficiaries across ten sucos have benefitted through integrated approaches of natural resource management applied during the project implementation. The community conservation groups in the project have been strengthened to conduct community-driven natural resource management. Water catchment efforts have improved water availability and debit conditions. The project has successfully encouraged women's participation during its implementation in some areas. The measurement of impacts and benefits on sustainable livelihood, especially for the women group beneficiaries, will need to be emphasized in the future project, besides quantitative measurement of women's participation in the project. The project also targeted youth as part of its effort to improve the capacity of the community in some aspects of NRM. The collaboration with the Government of Timor Leste and other NGOs enables the youth to get training and receive a nationally accredited and overseas-recognized certificate. This certificate widens the opportunity of the youth participants to get employment in national and international job openings. However, in the future, the training should be given under a specific commitment timeframe to ensure the knowledge gained from the training can be applied and retained in the communities, catalyze social development, and provide more long-term benefits for the Sucos.

Another essential milestone, despite initial baseline data limitations and challenges with data collection and staff turnover, the project has established a robust Monitoring and Evaluation (M&E) system by midterm. The system has produced valuable data through target and indicator adjustments due to project restructuring. After the mid-term review, the project applied M&E of the tree's survival rate and water debit, which also involved the communities in the M&E activities. The METT online platform, biodiversity dashboard, biodiversity database, and plant survival database were developed during the implementation of the TLSNAP project and became the foundation of further assessment in the protected area. It is expected that the Government can continue to conduct METT assessments that have yet to be done in Mount Legumau and continue to use the METT online platform in the other PAs in Timor Leste.

INTRODUCTION

The Project titled "Securing the Long-term Conservation of Timor-Leste's Biodiversity and Ecosystem Services through the Establishment of a Functioning National Protected Area System and the Improvement of Natural Resource Management in Priority Catchment Corridors (TLSNAP)" was initiated on 1 June 2018 and was set to end on 23 May 2022. The no-cost extension was set to end on 31 January 2024, while the financial closure was set on 31 July 2024.

Dinamika Mandiri Perdana (DMP), after being appointed to do the Terminal Evaluation, has been appointed to do the Terminal Evaluation. DMP implemented the Terminal Evaluation starting from the time of evaluation work plan submission on 7 August 2023, followed by an introductory call on 8 August 2023, and submitted the Final Terminal Evaluation Report by 1 December 2023. The study has been conducted based on the Term of Reference (see **Annex 1. Term of Reference**). The appointed evaluators for this project can be seen in Annex 2, Composition and Expertise of the Evaluators. The study used a combination of methods and tools that collect qualitative and quantitative data. It has enriched the evaluators' field visit to several target villages (sucos) in Comoro and Irabere Protected Areas on 9-17 October 2023, accompanied and supported by Conservation International Timor Leste (CI TL) Staff who arranged the itinerary and introduced the evaluation activities to the local communities.

Purpose and Objectives of the Terminal Evaluation

The design and implementation of this Terminal Evaluation has been done based on the given Term of Reference (ToR) (see **Annex 1 Term of Reference**). The purpose of the terminal evaluation is to provide an independent external evaluation of the project achievement results against what was expected to be achieved and draw lessons that can improve the sustainability of benefits from this project and aid in the overall enhancement of future programming.

The objective of the terminal evaluation is to:

1. Assess and document project results and the contribution of these results towards achievement against expected project objectives and outcomes,
2. Synthesize lessons that can improve the sustainability of this project's benefits and enhance CI-GEF programming,
3. Promote accountability and transparency, and
4. Recommend necessary measures to consolidate the results and support the project's sustainability.

Scope of The Evaluation

The Terminal Evaluation is an evidence-based assessment. It relies on feedback from the parties and/or persons involved in the project's design, implementation, and supervision and a review of available documents and findings made during field visits.

The scope of the evaluation covers the following:

1. Assessment of the achievement of project outputs and outcomes, including the level of achievement of the GEF corporate results targets/core indicators to which the project contributes.
2. Assessment of the project's sustainability, including identifying key risks and explaining how these risks may affect the continuation of benefits after the GEF project ends.
3. Identification of the evidence on progress towards long-term impacts and the extent to which the key assumptions of the project's theory of change hold.
4. Assessment of the strengths and weaknesses of the project M&E plan and its implementation.
5. Assessment of the implementation and execution of GEF projects.
6. Assessment of ranking and justification of project's results performance.
7. Assessment of whether there were appropriate environmental and social safeguards addressed in the project's design and implementation. This assessment includes gender, stakeholder engagement and accountability, and grievance mechanisms.
8. Assessment of GEF additionally that can be directly associated with the GEF-supported project or program, which includes specific environmental, legal/regulatory, institutional/governance, financial, socio-economic, and innovation.

Methodology

The methodology applied to this evaluation consists of a combination of methods and tools that collect qualitative and quantitative data necessary to answer the evaluation questions objectively and based on evidence. The evaluation included three phases: the initial stage, a field visit for primary data collection, and the development of the terminal evaluation report.

An extensive desk review of project-related documentation, such as the project document, annual reports, project files, national strategic and policy documents, provided by the Project Management Unit (PMU) (see **Annex 5 List of Documents Reviewed**) and any other materials that the evaluators considered helpful for an evidence-based evaluation assessment. This was done at the initial stage. This stage also included the development of the inception report that covered detail methodology of this Terminal Evaluation process, including tools for primary data collection. Approval from CI-GEF was provided before starting the primary data collection process.

Primary data collection was done mainly through qualitative methods, which are: Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) to project beneficiaries/target groups and relevant stakeholders at national to village levels, including

the project Implementing and Executing Agencies. Guidelines for KII and FGDs are in **Annex 6 General KIIs and FGDs Format**.

Informants involved in the TE were selected from two target areas of the project, i.e., the Comoro catchment area and the Irabere catchment area. The purposive KIIs and FGDs ensure each target area's representation. In addition, at the village level, the data collection process was done in sucos. In the reality, the team conducted data collection in five sucos out of ten sucos in the target area. The selection of sucos was referred to previous MTR target villages and the performance of target villages (villages with good performance and villages with poor performance), as well as representation of types of supports provided. The same rule will be applied to select municipalities, especially for determining municipalities in the Irabere catchment area that covers three municipalities. Hence, it is expected that the TE will be able to capture enough information about factors that caused different levels of performance, which will be beneficial for implementation for future similar projects.

The coverage of KIIs and FGDs can be seen in **Table 1**, while the detailed list is available in **Annex 7 List of KIIs and FGDs.**

TABLE 1 LIST OF INFORMANTS FOR KIIS AND FGDS

Method	Type of Informant		Number of KIIs/FGDs		
			Comoro Catchment	Irabere Catchment	Dili/ others
KII	Implementing Agency	CI-GEF Agency	-	-	6
	Executing agencies	CI-TL	1	1	6
		Government offices at the national level	-	-	5
	Local government	Municipal/post administrative government	2	3	-
		Head of Suco	3	1	-
	Youth representatives*	Male representative	1	-	-
FGD	Community Conservation groups**	Female, male and youth* participants	3 groups (13,15,14 participants)	2 groups (17 and 16 participants)	-

Note:
*Youth that were trained in the TLSNAP Project.
**Community members who involve in conservation activities.

Evaluation Criteria

The performance of the project was assessed according to the following aspects and criteria explained in **Table 2**.

TABLE 2 EVALUATION CRITERIA

Aspects/Criteria	Description
Project Theory of Change	A description of the outputs, outcomes, intermediate states, and intended long-term environmental impacts of the project, the causal pathways for the long-term impacts, and implicit and explicit assumptions were applicable and or need to change
Project Results	In GEF terms, results include direct project outputs, short- to medium-term outcomes, and progress toward longer-term impact, including global environmental benefits, replication effects, and other local effects.
Project Outcome Ratings	**Relevance:** The extent to which the activity is suited to local and national environmental priorities and policies and global environmental benefits to which the GEF is dedicated; this analysis includes an assessment of changes in relevance over time
	Effectiveness: The extent to which an objective has been achieved or how likely it is to be achieved.
	Efficiency: The extent to which results have been delivered with the least costly resources possible (cost-effectiveness or efficacy), including economic efficiency, operational efficiency, and timeliness.
Sustainability	The likely ability of an intervention to continue to deliver benefits for an extended period after completion; projects need to be environmentally as well as financially and socially sustainable
Progress to Impact	Assessment of the long-term impacts of the project, the extent to which the progress towards long-term impact may be attributed to the project, and the unintended impacts.
Monitoring and Evaluation System	This includes to assess the quality of M&E plan and implementation
Implementation and Execution	This will consider the performance of the GEF Implementing Agencies and project Executing Agencies in discharging their expected roles and responsibilities. The performance of these agencies will be rated using the provided scale.
Environmental and Social Safeguards	Assessment of whether appropriate environmental and social safeguards were addressed in the project's design and implementation. This will include: ● Gender ● Stakeholder engagement ● Accountability and Grievance Mechanism
GEF Additionality	The additional outcome (both environmental and otherwise) that can be directly associated with the GEF supported project or program. This will include: ● Specific environmental additionality

Aspects/Criteria	Description
	● Legal/regulatory additionality ● Institutional/Governance additionality ● Financial additionality ● Socio-Economic additionality ● Innovation additionality
Other Assessment:	These assessments include need for follow up; materialization of co-financing, knowledge management; lessons and recommendations

Limitations

The supports from Conservation International – Timor Leste (CI-TL) Staffs have been invaluable during the preparation of field visits and data collection process. These supports have reduced the risk of access in terms of reaching the sucos and in communication with the communities and stakeholders involved in the project. Some documents for review were sent after the field visit and report writing process, which caused a delay in finalizing the TE report.

The limitation of this study may lay on the delay in conducting field visits referring to matching up the availability of the evaluator team, CI-TL Staffs, and the targeted stakeholders. This delay led to unavailability of the team leader to directly involved in the field visit and then resulted in the delay in confirmation of data analysis.

Nevertheless, the evaluation has been conducted on Comoro and Irabere Protected Areas. The study covers five representative sucos out of 10 target sucos, i.e., Ulmera, Fahilebu, and Leorema in Comoro Protected Area, and Cainleu and Bahatata in Irabere Protected Area. All interviews and group discussions were conducted face-to-face based on the schedule and list of stakeholders suggested by CI-TL. However, some Chefe-Sucos and Post Administrators were unavailable at the field visit's appointed time due to other duties. Some of these interviews have been followed up via telephone interviews. Only one interview could not be done because the target informant passed away, and there was a temporary vacuum since the election was still ongoing during the field visit.

The other limitation may be on Interpreting bias on the information given, since the activities were conducted three languages–- Tetun, Indonesian, and English, and the short time given to digest the rich and enormous amount of information given for desk review, while internet connection may also delay the files transmission or lead to truncated files issues. Nevertheless, the team has tried their best to present a satisfactory terminal evaluation report.

TIMOR LESTE AND THE PROTECTED AREA NETWORK SYSTEM

Country and Cultural Context

Timor-Leste is the newest country in Asia and the second youngest nation in the world after South Sudan[1]. The current Government's central objectives and priorities are based on continuing the efforts undertaken and the progress achieved in economic, social, and political development[2]. Besides reaffirmation of the democratic rule of law, the government focuses on social capital development under belief that "the true wealth of any Nation is the strength of its people." Therefore, maximizing the Timorese people's overall health, education and quality of life is essential to achieving a just and developed Nation. In addition, investing in human capital is a crucial strategy for sustainable development while creating conditions for greater inclusion, well-being, and dignity in Timorese society.

In 2022, the total population of Timor-Leste reached 1,341,737 inhabitants, with an annual growth rate of about 1.8%. Of these, 48.7% of the inhabitants are under 20 years old, 48.3% are women and 75.8% live outside the capital, Dili. The Timorese economy experienced an average economic contraction of -1.4% between 2017 and 2021. In 2021, non-oil GDP was $1,528 million (equivalent to a growth of 2.9%), and GDP Per Capita was $1,136.80 (a figure that has decreased in 5 years from $1,285.30 in 2017). That condition makes Timor-Leste remains among the 46 Least Developed Countries (LDCs) identified in the United Nations Conference on Trade and Development (UNCTAD) Report. With an economy overly dependent on public spending policies and programs, the lack of consistent diversification of the economy capable of fostering private sector-led economic growth has hindered sustainable development and less dependence on oil dividends. Nevertheless, the transformation is still needed to develop the social capital within the country, especially by increasing capacity building and means of livelihood in various sector.

According to the Constitution of the Republic Democratic of Timor Leste, everyone has the right to a humane, healthy, and ecologically balanced living environment and the duty to protect and improve it for the benefit of future generations. The State also recognizes the need to preserve and enhance natural resources since the Timorese people have a solid connection to their environment, not only for survival but also for cultural and anthropological reasons. Linking social capital, economic development, and the environment as the place of living can be seen as a solid solution in creating a culturally democratic and developed society. By focusing to the social capital, the development will leave no one behind, and at the same time investing in the most fragile and vulnerable groups to develop the economic including there is recognition on the role of women, youth, older people, and

[1] World Bank. 2018. Timor-Leste Systematic Country Diagnostic: Pathways for a New Economy and Sustainable Livelihoods. Washington, D.C.

[2] Program of the IX Constitutional Government.

veterans for sustainable development. Most importantly, the development of the environment that give benefits to all, is a recognition on people's rights under the Constitution but also a part of promoting gender involvement, equality, inclusivity, and transversality in all political, social, and economic moments of the country and in all its institutions.

The Increasing Need of the Protected Area Network System

The awareness that the State must promote actions to defend the environment and safeguard the sustainable development of the economy has been increased. It is important to note that the promotion of biodiversity is also an essential contribution in developing the tourism industry that based on nature. Decree-Law No. 5/2016 of March 16th on National System of Protected Areas provides for the protection of key biodiversity areas and valuable ecosystems in the country. Stated in the Article 4, the objectives are to protect certain areas, representing all ecosystems and habitats critical for endemic species, migratory species or other legally protected species; to implement an ecosystem approach and ensure that ecosystems continue to provide the necessary services on which human well-being depends; and to ensure the resilience and capacity of protected areas and their ecosystems to address mitigation and adaptation to natural and human-induced pressures and changes, including climate change. The Protected Areas include National Park, Wildlife Sanctuary, Natural Monument, Protected Landscape, and Natural Reserve.

On the other hand, Timor-Leste has made a political commitment to implement this Global Agenda of 17 SDGs and was mainly involved in the inclusion of "Goal 16–- Peace, Justice and Effective, Accountable and Inclusive Institutions at all levels". For the 21-years young but still fragile State, social peace, justice, and solid institutions are the pillars that will enable it to transmit confidence and security to the population and attract investment to develop the economic and social sector sustainably. However, the climate change may affect the social peace and leads to drought, water scarcity, and food insecurity. The Government of Timor-Leste, in collaboration with the United Nations World Food Programme (WFP) and the Food and Agriculture Organization (FAO), has issued an urgent Food Security Alert, mapping the increased risks of food shortages exacerbated by El Niño against the backdrop of the country's dependence on rain-fed agriculture[3]. The currents level of food insecurity has already impacted to 22 per cent of the population or 300,000 people. Timor-Leste is already showing clear signs of drought in twelve out fourteen municipalities based on the Combined Drought Index, produced by the Government of Timor-Leste and FAO. In addition, the country is facing the looming possibility of an extended El Niño-induced dry season and predictions of sustained low rainfall into early 2024, all of which will severely impact agriculture. This, compounded by successive years of flooding, the lingering impacts of the COVID-19 pandemic and escalating food prices both domestically and globally, means that the anticipated impacts of El Niño could plunge the population deeper into the throes of hunger. Such condition needs a series of immediate and medium-term mitigation actions

[3] WFP News Release, 31 October 2023.

including to support farmers with agriculture and water enhancements. Therefore, managing sustainable network of Protected Areas and Water Catchment Corridors can act as both solution and mitigation in how to manage potentials natural disasters such as drought and forest fire in the dry seasons and flooding and landslides in the rainy seasons. At the same time, the sustainable management of the communities in the Protected Areas can reinforce better agricultural production and community livelihood, as well as fulfilling basic needs in term of food production and small scales water enhancements.

Currently, Timor Leste has 44 terrestrial and 2 marine Protected Areas. From these area, 16 areas have been recognized, including the Comoro and Irabere Protected Areas under TLSNAP Project. The rest of 28 Protected Areas and the communities within them have not received enough attention on the area development.

FIGURE 1 THE AERIAL VIEW OF THE COMORO CATCHMENT AREA DURING A LONG DRY SEASON

Project Background

The TLSNAP Project is a GEF-funded project that Conservation International and the Government of Timor Leste proposed. The TLSNAP Project was executed by the Ministry of Agriculture, Livelihood, Fisheries, and Forestry (MALFF) – previously known as the Ministry of Agriculture and Forestry (MAF), the Ministry of Commerce, Industry and Environment (MCIE) and the Conservation International Timor-Leste (CI-TL).

Initially, the TLSNAP project was set up to start on 1 June 2018 and was set to end on 31 May 2022. The project was also affected by the COVID-19 pandemic that caused delays and incompletion of outcomes. Therefore, the project was then become the subject of the first extension until 31 May 2023, and then the second extension until 31 January 2024. The TLSNAP project falls under the GEF's multi-focal area project and received GEF funding of USD 3,340,367 and planned co-financing of USD 12,292,000, while on paper the co-financing has accumulated as much as USD 17,376,802 as per 30 June 2023.

The Comoro River and Irabere River catchments has been selected to implement these project activities. Two protected areas were also selected for project implementation, one in each of the catchment, i.e., Mount Fatumasin Protected Area, situated in the Liquiça municipal within the Comoro catchment (see **Annex 3 Comoro Project Area - Mount Kutulau Protected Area**) and Mount Legumau Protected Area, situated at the intersection of the Baucau, Lautem, and Viqueque municipals in the Irabere catchment (see **Annex 4 Irabere Project Area - Mount Legumau Protected Area**). A total of 10 sucos (villages) across these two priority catchment corridors (Irabere and Comoro) were selected as the project areas.

Project Objective, Components and Outcomes

As stated in the Project Document, the project's objective is to establish Timor-Leste's National Protected Area (PA) System and improve the management of forest ecosystems in priority catchment corridors. The project was structured in three components and five outcomes (see **Table 3**).

TABLE 3 COMPONENTS AND OUTCOMES OF THE TLSNAP PROJECT

Component 1: Establishment of a National Protected Area System		
	Outcome 1.1: National PA system established, and implementation initiated.	
		• Output 1.1.1 National PA system plan, supported by results of gap analyses, formulated, and approved by the government. • Output 1.1.2. National PA system sustainable financial assessment complete • Output 1.1.3. Management and business plans developed in a participatory manner for Mount Fatumasin and Mount Legumau PAs. • Output 1.1.4. Implementation of selected components of the management and business components of the management and business plans of the Mount Fatumasin and Mt. Legumau PAs initiated.

Component 2: Improvement of community-based natural resource management systems in priority catchment corridors.		
	Outcome 2.1: Land degradation drivers halted and/or minimized in key catchment areas.	
		• Output 2.1.1. Sucos design and adopt NRM plans into both traditional and government regulations. • Output 2.1.2. Suco regulations to improve natural resource management are approved and implemented.
	Outcome 2.2: Capacity for communities to manage their natural resources substantially increased.	
		• Output 2.2.1. Youth training program for environmental management designed and implemented. • Output 2.2.2. Community-level conservation groups established (or strengthened) and capacitated through training, exchange visits, and learning-by-doing field activities. • Output 2.2.3. Sustainable use of forest resources training delivered, and pilot implementation supported.
Component 3: Improvement of forest management and reforestation of degraded lands in priority catchment corridors.		
	Outcome 3.1: Sustainable forest management in priority catchment corridors substantially improved.	
		• Output 3.1.1. Forests in the two priority catchments are mapped and identified according to their conservation value. • Output 3.1.2. Community-based sustainable forest management integrated into suco NRM plans, and implementation initiated.
	Outcome 3.2: Priority degraded areas rehabilitated and/or reforested.	
		• Output 3.2.1. Priority forest rehabilitation and reforestation plans developed, validated, and approved by communities validated, and approved by communities and government. • Output 3.2.2. Plant nurseries strengthened and/or established, and communities trained on revegetation techniques. • Output 3.2.3. Rehabilitation and/or reforestation plans implemented.

TERMINAL EVALUATION FINDINGS

The findings of the TLSNAP project's assessment are categorized according to the CI-GEF's criteria stated in Table 2. The evaluation was conducted for Project's Theory of Change, Project Results, Sustainability, Progress to Impact, Monitoring and Evaluation, Implementation and Execution, Environmental and Social Safeguard, Additionalities, as several other assessments.

Project's Theory of Change and Design

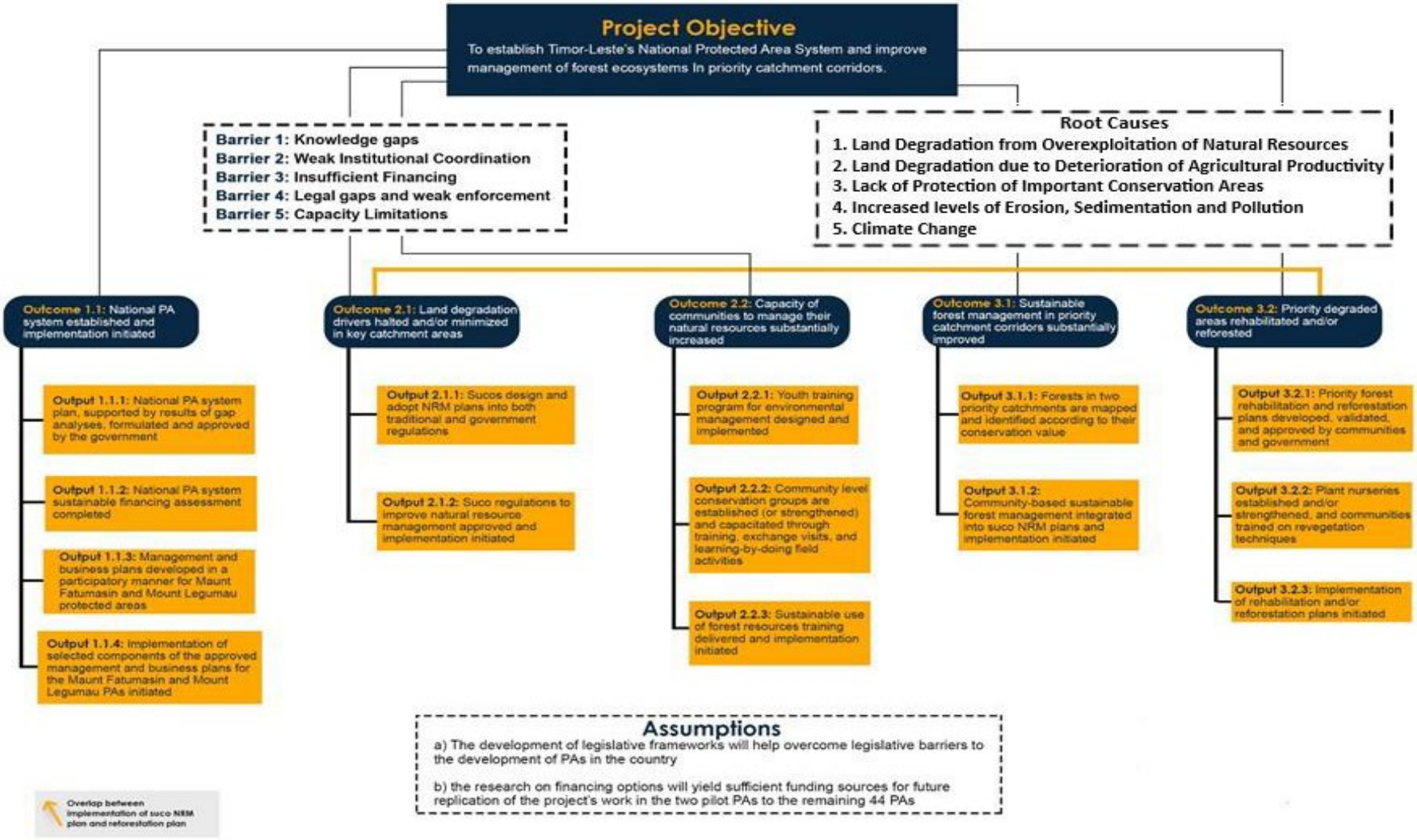
The Theory of Change (ToC) was not clearly outlined in the project document. Hence, the Midterm Evaluation (MTE) Team[4] constructed a ToC based on the descriptions of the project objectives, outcomes, outputs, associated risks and assumptions, and the envisioned long-term impact pathways. This process involved referencing the project documents and engaging in consultations with stakeholders, as detailed in Figure 2.

After its construction, the Theory of Change remained unchanged throughout the project's duration, and it did not impact the overall project design significantly. However, there were minor adjustments from the initial plan aimed at refining the project's structure for better outcomes. These adjustments were driven by the need to propel the project forward following delays caused by the COVID-19 pandemic, challenges related to staff recruitment and turnover, and the impact of regulatory changes affecting the certification of trainings for international NGOs.

The TLSNAP Project seeks to conserve Protected Areas while simultaneously generating development benefits for the local population within the constraints of limited government capacity and resources. The project endeavors to make a positive impact in Timor Leste by addressing barriers such as knowledge gaps, weak institutional coordination, insufficient financing, legal gaps, and weak law enforcement. To overcome these challenges, the TLSNAP project focuses on establishing a Protected Area system framework, developing local capacities, and fostering participatory conservation efforts in the Comoro and Irabere Project Areas.

[4] Midterm Evaluation Report, Cynosure, 2021

FIGURE 2 TLSNAP PROJECT'S THEORY OF CHANGE[5]



[5] Cynosure - Final MTR Report - Evaluation of the TLSNAP Project

The TLSNAP project's Theory of Change (see Figure 2) shows a consistent objective from the beginning to the end of the project, i.e., **to establish Timor-Leste's National Protected Area System and improve the management of forest ecosystems in priority catchment corridors**. Within the period of the project with its dynamics condition, the guardians of the project have tried their best to accomplish that objective through three components:

1) The establishment of a national protected area system,
2) Improvement of community-based natural resource management systems in priority catchment corridors, and
3) Improvement of forest management and reforestation of degraded lands in priority catchment corridors.

Through Component 1–- The establishment of a national protected area system, the TLSNAP project assists the government in establishing a national PA system plan for Comoro and Irabere protected areas spanning over 22,855 hectares. This pioneering initiative is supposed to serve as a blueprint for the government to work on the rest of the 44 protected areas.

The basic assumptions underlying the theory of change relate to the establishment of the national PA system:

1) The development of legislative frameworks will help overcome legislative barriers to the development of PAs in the country, and
2) The research on financing options will yield sufficient funding sources for future replication of the project's work in the two pilot PAs to the remaining 44 PAs.

On the other hand, there are still risks in the uncertainty regarding the Government of Timor Leste's ability to bear the costs of undertaking the requisite baseline ecological research and leveraging the financing of the Protected Areas to be able to move forward. These issues have significant implications for the sustainability of project interventions in Comoro and Irabere Protected Areas and the scaling up to the other Protected Areas as planned.

Considering the limitations in government capacity, and when compared to alternative scenarios, the project proposes strengthening natural resource management through participatory community collaborative management arrangements as the most feasible solution in the context of Timor-Leste. The project's approach to building community-based management capacities is integrated into all three components, focusing on Component 2–- Improvement of community-based natural resource management systems in priority catchment corridors.

By restructuring the outputs within Component 2 – Improvement of community-based natural resource management systems in priority catchment corridors, the project has fostered community engagements and alleviated environmental pressures by promoting responsible natural resource management that will contribute to biodiversity protection. Restructuring the indicators under this component reduces the knowledge gaps and capacity limitations by creating training in line with the community's needs and impacting their livelihood side-by-side with encouraging community engagement in forest restoration and building water catchments.

The knowledge related to building the natural resource management led to awakening the institutional coordination in the conservation community groups and the revitalization of

tara bandu that gave way to Outcome 2.1–- the design and adoption of suco-level NRM plans into government and tradition regulations (under Output 2.1.1) and the approval of the suco regulations at the national level and initiation of implementation of select components (under Output 2.1.2).

Even though the initial plan was to produce nationally certified vocational training suitable for managing the protected areas, the restructuring in training has been proven to benefit to the community. Youth vocational training gives academic credit that can be used to study further and for national and international employment purposes. On the other hand, the training for the community has increased their horticultural and farming yields, as well as increased the conservation group's productivity. In this case, Outcome 2.2, the capacity of communities to manage their natural resources, has been achieved by the design and implementation of a youth training program (Output 2.2.1) and the establishment of community-level conservation groups and their capacitation through training and other learning activities (Output 2.2.2), then relate the delivery of training for and implementation of sustainable use of forest resources (Output 2.2.3).

Therefore, the underlying mechanism through which the project intends to achieve long-term success is behavioral change with respect to the unsustainable exploitation of natural resources, which leads to land degradation. The project sets out to achieve behavioral change not just by raising awareness but also through a dual-pronged mechanism of actively soliciting and facilitating local communities' involvement in the management of their ecosystems by being participants in the formulation of local rules and regulations (via suco NRM plans) as well as being involved in the subsequent implementation of those regulations. To enable the communities, the project also sets out to increase their capacities, skills, and knowledge in natural resource management while supporting the development of alternative sources of livelihood and sustainable use of natural resources.

The capacity building through training at the same time has increased the survival of the conservation trees in the protected areas and participatory involvement in the forest and water conservation project. Those activities were built on and expanded the community-based catchment management approach established as part of a JICA project in the Comoro catchment[6].

Working closely to fulfill the requirement of Component 2, the project translated Component 3–- Improvement of forest management and reforestation of degraded lands in priority catchment corridors (Outcome 3.1) – quite successfully by empowering the communities with improved access to natural resources. The idea was to give an alternative way of living in the protected areas, having a livelihood that would make the community reduce overexploitation of the forest and land, and at the same time able to maintain the biodiversity of the area by doing rehabilitation and/or reforestation of priority degraded areas (Outcome 3.2). In the long run, the intervention will benefit long-term sustainability, creating opportunities for income generation through tourism and other livelihood activities.

[6] JICA: Towards Sustainable Watershed Management

The intervention in the Components 1, 2, and 3 could not stand alone. The efforts taken on the three components also complement each other. The interlinked activities were supposed to improve sustainable forest management in priority catchment corridors by applying the collaborative community-based natural management arrangements developed and honed towards rehabilitating forests and degraded lands. The TLSNAP Project tried to fulfill the needs of those interlinked activities by preparing suitable management plans, business plans, and sustainable financing plans for the two PAs. The implementation of these plans through agreements and collaborative management between governments and local communities under the Protected Areas Committee will hopefully be created in the near future. This kind of community-based natural resource management system in priority catchment corridors that working together with the government is new to Timor Leste, and having established the two Protected Areas has been considered a kind of accomplishment, a step to go forward for a better future and development of securing the long-term conservation of Timor-Leste's biodiversity and ecosystem services.

In summary, the project's theory of change is providing incremental support to the government at the national level to set it on the path of establishing a national PA system, centering local communities, and facilitating their involvement at multiple stages of natural resource management by mobilizing them, capacitating them, including them in the process of formulating regulations with local government authorities and in implementing those regulations through sustainable forest management.

Assessing the Project Design

The TLSNAP Project was designed to establish Timor-Leste's national protected area system and improve the management of forest ecosystems in priority catchment corridors. A review of the project design highlighted the crucial role of the TLSNAP project in formally establishing Timor-Leste's Protected Area (PA) system. In 2016, the Government of Timor-Leste (GoTL) passed Decree Law 5/2016, laying the legal groundwork for safeguarding key biodiversity areas and valuable ecosystems. Despite that pivotal step, significant impediments to realizing an effective PA system and achieving sustainable natural resource management persist. These challenges include a) knowledge gaps; b) weak institutional coordination; c) insufficient financing; d) legal gaps and weak enforcement; and e) capacity limitations. The project strategically utilizes its resources to incrementally address these barriers, working towards overcoming hindrances and fostering the establishment of a fully functional PA system.

As the Decree-Law 5/2016 was enacted subsequent to the submission of the Project Identification Form (PIF) for the TLSNAP Project, the project design underwent adaptations. This adaptation included incorporating a 5-year National Protected Area (PA) system plan strategically devised through biophysical and legislative gap analyses—crucial components absent during the legislation's passage. Additionally, the current project aligns with the objectives of Decree-Law No. 5/2016 by conducting a comprehensive sustainable financing assessment across the PA system. Furthermore, the project involves the development of management and business plans for Mount Fatumasin and Mount Legumau PAs, serving as

pilot sites to demonstrate effective protected area management, including corridors outside the PAs.

Crucially, the TLSNAP Project selected two priority catchment areas as pilot sites to demonstrate effective management of protected areas and corridors outside the PAs. In addition to developing management and business plans and initiating their implementation, the project strengthens community-based natural resource management by providing training and supporting the implementation of community-based nursery operations and forest rehabilitation efforts.

However, the TE Team identified shortcomings in the project design. Specifically, a formal capacity assessment of the executing agencies was not conducted, and the assurance of these agencies to deliver on the project needed to be critically examined. Despite involvement in the design process by CI-TL and government agencies (MAF and MCIE), the capacity of these stakeholders to deliver on the project was overestimated. Component 1 has entirely been delivered by multiple partners (IUCN, Conservation Management, and Starling Resources), with substantial support from IUCN. Due to the approval of the log frame by GEF and its inability to be revised, the CI-GEF Project Manager adjusted the deliverables and activities for a more logical flow without requiring GEF approval.

Budgetary issues also arose during the design phase, with some activities and deliverables lacking allocated funds. Notably, there was no separate budget for the PA Management Plans under Outcome 1.1, and no provision was made for a budget for an HCV Specialist under Outcome 3.1. Additionally, the project was designed without a dedicated full-time project manager, relying on CI-TL's existing staff to split their time with the project, consequently weakening execution arrangements. Lastly, although the project document stated that Conservation International would become the first Registered Training Organization (RTO) to design and implement nationally accredited certificate training, legal constraints prevented CI, as a foreign institution, from obtaining national accreditation. This necessitated eventual changes to the project's approach to delivering its youth training program under Outcome 2.2.

Assessment of Project Results

The assessment of project results is based on the achievement of project outputs and outcomes in relation to the extent to which the project objectives –- as stated in the documents submitted at the CEO Endorsement stage –- have been achieved, some changes in project design and/or expected results after start of implementation. The assessment of Project Results is based on the Relevance, Effectiveness, and Efficiency of the Projects toward the Outcomes of the project.

A specific sub-section on the Relevance of the Global Environment Facility (GEF) and national priorities is discussed at the beginning because this is one of the key factors underlying the planning of the TLSNAP project with its three project components. Discussion on Relevance in each component and outcome is focused on project relevance to community needs. This

"Assessment of Project Results" section will be concluded with a sub-section on the overall outcome ratings based on the three dimensions.

Relevance of Project to GEF and National Priorities

The TLSNAP Project aims to establish Timor-Leste's national protected area system and improve the management of forest ecosystems in priority catchment corridors. On a global scale, the project incorporates elements from the GEF-6 strategies, namely biodiversity, land degradation, and sustainable forest management. Notably, Component 1 of the project aligns with Objective 1 of the Biodiversity Strategy, aiming to "Improve Sustainability of Protected Areas Systems". Concurrently, Component 2 corresponds to the GEF-6 Land Degradation Strategy, while Component 3 conforms with the GEF-6 Sustainable Forest Management (SFM) strategy.

At the national level, the project aligns with all seven of the goals delineated in the Timor-Leste Programme of Work on Protected Areas (PoWPA) Strategic Action Plan[7]. This plan aims to establish and strengthen the National Protected Areas systems of the PAs by fostering an enabling environment, developing linkages, enhancing capacity, and promoting equity and benefit-sharing through the active involvement of local communities.

Furthermore, the TLSNAP Project is in harmony with the five priority strategies outlined in the National Biodiversity Strategy Action Plan (NBSAP 2011-2020)[8], which are also reflected in the Timor-Leste Strategic Development Plan (2011-2030)[9]. These strategies focus on mainstreaming and protecting biodiversity, building climate-resilient ecosystems through PA management, and engaging in participatory planning, knowledge management, resource-sharing, and capacity building at the national, district, and sub-districts and community levels.

The TLSNAP Project builds upon the Government of Timor-Leste's (GoTL) progress in formulating legislative frameworks on natural resource management. Specifically, the GoTL enacted Decree-Law No. 5/2016 on 16 March 2016, establishing the National Protected Area System. This legal framework serves as the basis for safeguarding critical biodiversity areas and valuable ecosystems in the county, including the majority of the remaining primary montane forests with high species endemism. The decree officially designates 46 protected areas (44 terrestrial PAs and two marine PAs).

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7 McIntyre, M.A., 2011. Strategic Action Plan for the Programme of Works on Protected Areas, Timor-Leste, 2011. Prepared for the Department of Protected Areas and National Parks, Ministry of Agriculture and Fisheries, Government of Timor Leste with the assistance of the United Nations Development Program, Timor-Leste, and the Global Environment Facility. Planning for Sustainable Development Pty Ltd, Landsborough, Queensland, Australia.

8 The National Biodiversity Strategy and Action Plan of Timor-Leste (2011-2020). National Biodiversity Working Group, Ministry of Economy and Development. Democratic Republic of Timor-Leste. 2011.

9 Timor-Leste Strategic Development Plan 2011-2030. Government of Timor-Leste. 2011. Available at: https://www.adb.org/sites/default/files/linked-documents/cobp-tim-2014-2016-sd-02.pdf

Component 1. Establishment of a national protected area system

Outcome 1.1: National PA system established, and implementation initiated.

RELEVANCE

The TLSNAP project aims to establish a national PA (Protected Area) system and initiate its implementation. This is done through pilot development in two Protected Areas, which are expected to serve as examples or blueprints of PA management in Timor Leste. The project was proposed based on the current reality that the Timor-Leste government does not have a PA management model for its 46 existing PAs (44 terrestrial PAs and two marine PAs). Furthermore, as highlighted by the Country Director of CI-TL, Timor-Leste has numerous watershed areas (approximately 191 watersheds) flowing directly into the sea, often experiencing water scarcity during the dry season. This condition implies a need for improved management of upstream catchment areas that contribute to watershed existence and emphasize the role of communities in environmental restoration.

The selection of two PAs, Comoro and Irabere catchment areas, was made through consultations between CI-TL, CI-GEF, and the Timor-Leste government, represented by MALFF and the Ministry of Environment. The choice was guided based on some considerations: Comoro's role as a supporting area for Dili with good accessibility for project implementation and Irabere catchment area is significant as a catchment area for three municipalities and important to ensuring water availability for rice field irrigation across these municipalities.

EFFECTIVENESS

Outcome 1.1 relates to the establishment of the National PA system and the initiation of implementation of certain components of the PA system plan. Broadly, the main components that fall under this outcome are a) a National PA system plan (Output 1.1.1); b) sustainable financing assessment of the National PA system of TL (Output 1.1.2); c) management and business plans for the two PAs (Output 1.1.3); and d) implementation of selected components of the approved management and business plans for the two PAs (Output 1.1.4). Only one output indicator for the last output (Output indicator 1.1.4. PA management committees functioning with government support) could not be completed by the end of the project. Detailed output achievements are explained in Annex 10.

During the Terminal Evaluation, it was identified that the PMU had well-addressed the issues and challenges identified during the Midterm Review that caused delays, such as staffing issues, recruitment challenges, and other hindrances due to the COVID-19 pandemic situation. By the end of the project, most of the activities under Component 1 were completed, except for an activity related to development of the PA management committee and implementation of the PA management plans. (see **Annex 10 Activity-level Overview of the Implementation Status** for details). As the development of the PA management plans was just completed at the end of FY 2023, there was not enough time to take further activities, especially applying the newly developed PA management plans. Outcome 1.1. is measured through the achievement of three indicators, as explained in **Table 4**.

TABLE 4 PROJECT RESULTS OF OUTCOME 1.1

Outcome 1.1: National PA system established, and implementation initiated				
Indicators	**Baseline**	**Target**	**Achievement**	**Rating[10]**
Indicator1: Area of terrestrial and marine ecosystems under enhanced protection	Protected Area System legislation passed in 2016; however, there is a lack of strategic direction on implementation	A comprehensive national PA system plan developed and approved by government (covering 480,341)	22,855 ha (PIR FY23)	CA
Indicator 2: Demarcation of protected areas	The Mount Fatumasin and Mount Legumau protected areas are listed in the PAN legislation, but the boundaries are only approximate, and demarcation has not been completed	Demarcation completed for two priority PAs (Mount Fatumasin and Mount Legumau), covering a cumulative area of 39,976 ha.	Demarcation completed for two PAs, covering areas of 22,855 ha. Demarcation pillar installation was only completed for Mount Fatumasin/Kutulau covering areas of 4,973 ha, while for Mount Legumau, pillar installation has not been done yet.	CA
Indicator 3: Protected area management effectiveness	Management plans not yet prepared for the Mount Fatumasin and Mount Legumau protected areas METT Mount Fatumasin PA: 06 METT Mount Legumau PA: 07	Management and business plans developed, and implementation initiated for the Mount Fatumasin and Mount Legumau PAs METT Mount Fatumasin PA: 50 METT Mount Legumau PA: 50	Management and business plans developed for 2 Protected Areas. Mount Kutulau's METT Score: 48 Mount Legumau: Not Assessed – due to time constraint.	CA

10 O= Overdue; D= Delayed; NS= Not started on schedule; IS= Under implementation on schedule; and CA= Completed/Achieved

The project has successfully developed PA management plan, five-year financial sustainability plan, and business plan for two protected areas of Mt. Kutulau (4,973 ha) and Legumau 17,882 ha with total areas of covering 22,855 ha. Demarcation process, which was done together with relevant stakeholders and members of the community conservation, is completed for two priority PAs. The project has completed installed 395 pillars for 4,973ha in Mount of Kutulau. While for Mount of Legumau, the project has been discussed with the Government (MALFF) protected Area Department to do installation in this year, this installation will be covered by the Government budget. The project produced the pillars 944 and has dropped to the drop points at Legumau Mountain for installation in 17,882 ha.

PA management and business plans, as well as the financial sustainability plan have been completed by FY23 due to delay in the beginning of project implementation. The no-cost extension period has provided more time for the project to achieve its target and translating the plans in more simple and easy-to-understand materials. Translation in Tetum was completed to ensure target communities and relevant local key stakeholders at municipality to suco levels are well-informed about these plans. However, there is not enough time to implement these plans. The Committee of PAs have not been established and fully functioning to support the PAs management. Moreover, until this report is developed, the METT assessment for Legumau was not complete due to lack of time.

EFFICIENCY

As previously mentioned, due to the slow implementation of the project in the early phases (mostly because of COVID-19 pandemic), almost all activities to achieve Outcome 1.1 were carried out in the last 2 years of the project's execution, namely FY 2022 to 2023. The implementation of activities under Outcome 1.1 was greatly supported by external consultants: Starling Resources and IUCN.

FIGURE 3 TLSNAP SIGN BOARD IN SUCO ULMERA

The process of developing various documents for PA management (management, business, and financial sustainability plans) involved the participation of the community and local key stakeholders, as well as government staff from the Ministry of Forestry and Environment. A participatory process is crucial to building a sense of ownership among target communities and relevant government offices at the national to village levels.

Most activities involving community members have been done voluntarily. The project would only provide fund to cover transportation and accommodation costs (as needed) if meetings or activities were conducted outside the village where they reside. While for the installation of demarcation pillars, TLSNAP has provided the cost of the labor needed. The

laborers were recruited from the target villages. As the installation has not been made in Irabere catchment areas, adequate budget should be allocated by the government of Timor Leste to ensure the installation of demarcation pillars in this catchment area. As of the writing of this report, a government commitment letter for the installation of pillars in Irabere has been issued on October 12th, 2022. Interviews with several government officials at national and municipality levels during the TE showed that the government has been committed to accomplish the outstandings without mentioning any specific date.

TABLE 5 RATING FOR PROJECT RESULTS ON COMPONENT 1 OUTCOME 1.1

Criteria	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Moderately Unsatisfactory
Overall Outcome Rating	Satisfactory

The evaluators rated the Outcome 1.1. is **Highly Satisfactory (HS) in Relevance** since the TLSNAP project outcomes congruent with the GEF focal areas and operational program strategies in biodiversity, land degradation, and sustainable forest management, and the project design appropriate for delivering the expected outcomes. It is **Satisfactory (S) in Effectiveness**, since almost all project's actual outcomes commensurate with the expected outcomes with only one crucial activity related to implementation of PA management plans, including the development of PA management committee, was not completed during the project period. The Project is **Moderately Unsatisfactory (MU) in Efficiency**. The efficiency was caused by an incomplete achievement of one of the outcome indicators, namely the installation of demarcation pillars in Irabere Catchment Area, especially since the allocation of the government's budget for this activity has not been realized during the project period. The installation of demarcation pillar is a crucial activity to ensure that community, living in the surrounding of protected areas, understand the boundaries of the Protected Areas before they can participate in conserving and protecting them. Overall, the rating for the project results in Outcome 1.1 is Satisfactory (S).

Component 2: Improvement of community-based natural resource management systems in priority catchment corridors.

The 2nd component of TLSNAP Project was designed to be achieved through the reduction or elimination of land degradation drivers in target catchment areas (Outcome 2.1) and improving community's capacity in managing their natural resources (Outcome 2.2). To be able to achieve these outcomes, the project focused on developing community-based natural resource management plan in target sucos and building capacity of youth as the future generation, as well as wider community through community conservation groups.

Outcome 2.1: Land degradation drivers halted and/or minimized in key catchment areas.

RELEVANCE

Based on the FGD results, some informants mentioned about areas in their villages that vulnerable to landslide. There were also issues on water scarcity, both in villages in Comoro and Irabere catchment areas. The community perceived TLSNAP project initiative to minimize land degradation in their villages as beneficial activities for themselves and their future generations.

Furthermore, it is also identified from some interviews with relevant stakeholders and discussion with community members that cutting down trees were still conducted by community in some areas, due to economic conditions. The facts that practices have been reduced after the project implementation and more forest guards are available to monitor violations occurred in their land, have implied that the existence of the TLSNAP project is highly relevant to the conditions and needs of the target suco communities.

In addition, it is also identified that protecting the forest has included in the traditional law applied in the target communities. Though there have been no written formal regulations on this issue, local stakeholders admitted that relevant practices to protect their forest have been applied by older generations in their suco.

EFFECTIVENESS

Outcome 2.1 aims to halt and/or minimize land degradation drivers in the key catchment areas through the design and adoption of NRM plans into traditional and government regulations (Output 2.1.1) and initiating implementation of priority actions in the NRM plans prepared (Output 2.1.2). All output indicators were achieved as explained in Annex 10. By the end of the project, all activities under this outcome were completed. Two activities related to knowledge products were completed during the no-cost extension period.

TABLE 6 PROJECT RESULTS OF OUTCOME 2.1

Outcome 2.1: Land degradation drivers halted and/or minimized in key catchment areas				
Indicators	**Baseline**	**Target**	**Achievement**	**Rating[6]**
Indicator 4: Enabling framework for effective agricultural, rangeland and pastoral management practices.	NRM plans have not yet prepare for the 10 selected sucos.	10 Suco NRM plans adopted into suco (village) regulations and recognized under traditional law.	10 Suco NRM plans	CA
Indicator 5: Area of land under effective agricultural, rangeland and pastoral management practices.	NRM plans have not yet prepared for the 10 project sucos.	16,171 ha established and/or strengthened by the Conservation Groups.	16,171 ha	CA

As explained in the above table, the achievements of Outcome 2.1 are measured by two indicators. By the end of the project, the project has completed 10 CBNRM plans which cover 16,171 ha for forest management, restoration (or tree planting), water management, etc. Four villages from Comoro catchment area have aligned and formally acknowledged or referenced the CBNRM plans in their suco regulations. However, six villages from Irabere catchment area have not adopted the NRM plans in their regulations. The project facilitated the Suco Councils from these six villages to conduct a comparative study in suco that have successfully implemented Suco regulations. During these visits, participants learned the process and steps involved in developing Suco regulations and traditional regulation (*tara bandu*). They aim to implement similar practices in their respective sucos. However, it is important to note that communities in these 6 villages have strong beliefs in tara bandu that have protected their environment from destruction, thus reinforcing the need to preserve the local environment. Two traditional *tara bandu* ceremonies were done as efforts to recognize the CBNRM plans. These traditional ceremonies are expected to encourage the community, especially the suco council members, in reinforcing the importance of cultural practices in community development and conservation efforts.

An adjustment has been made on the target area of land under effective agricultural, rangeland and pastoral management practices established and/or strengthened by community conservation groups from 31,949 ha to 16,171 ha. This is because the initial set target covered the total area within the administrative boundaries of 10 target villages (31,949 ha), including rivers and other land cover that could receive direct and indirect impact of the TLSNAP project. The achievement at the end of the project pertains to the land area that will directly be impacted through interventions carried out by the project (16,171 ha).

EFFICIENCY

In terms of efficiency, activities to achieve these target indicators were originally scheduled for completion in Q4 of FY19. However, these activities were rescheduling to FY20 due to staff changes and stakeholder (JICA) availability to develop internal capacity for NRM planning. During the mid-term review process, a framework for the NRM plans was developed and all 10 CBNRM plans were drafted. The finalization of 10 suco CBNRM plans were done in FY2022. The project has supported the development of NRM plans for 10 target sucos financially by providing small funds for meals during community gathering in NRM plans development. The project also recruited community-based field assistants (CBFAs) locally (from the target villages) to support implementation of project activities.

TABLE 7 RATING FOR PROJECT RESULTS ON COMPONENT 2 OUTCOME 2.1

Criteria	Rating
Relevance	Highly Satisfactory
Effectiveness	Highly Satisfactory
Efficiency	Satisfactory
Overall Outcome Rating	Highly Satisfactory

The evaluators rated the Outcome 2.1. is **Highly Satisfactory (HS) in Relevance** since the TLSNAP project outcomes 2.1. congruent with the GEF focal areas and operational program strategies in specifically in land degradation, and the project design appropriate for delivering the expected outcomes. It is **Highly Satisfactory (HS) in Effectiveness**, since the project's actual outcomes commensurate with the expected outcomes, with 10 sucos as targeted areas has had the NRM plan.

The Project is **Satisfactory (S) in Efficiency** since the project supported the development of NRM plan for 10 target sucos on time. Provision of small funds for meals has been beneficial to ensure community gathering in NRM plans development. There were also community-based field assistants in each target Protected Areas to support target communities in developing NRM plans. Overall, the rating for the project results for Outcome 2.1 is Highly Satisfactory (HS).

Outcome 2.2: Capacity for communities to manage their natural resources substantially increased.

RELEVANCE

TLSNAP Project's efforts to improve capacities of communities to manage their natural resources were done by targeting youth and wider suco communities. The project targeted 10 youth from each suco to participate in the youth training and 10 community conservation groups for capacity building activities related to natural resource management. Training materials for youth and community conservation groups are suitable to support NRM. The youth received vocational training course in permaculture design (or horticulture) which is relevant to support community in getting "quick" income as the planting to harvesting period for vegetable plants are quite shorter. The training has capacitated youth for certain skill which can support them to get more job opportunities. The interview and FGD process in the visited sucos identified that the majority of youths who received training as effect of the TLSNAP Project have opportunities to work overseas in vegetable and fruit farms especially during the harvesting seasons. The 99 youths have passed the national and international exams and has received recognized certifications. The youth training scheme provided under TLSNAP project made the youths had required skills from training and got recognized from the training.

While for the community conservation groups, series of capacity building activities conducted for the community, including trainings on nursery establishment, composting, tree planting activities, and land restoration activities are highly relevant with community's needs related to landslide and water scarcity issues in target sucos. Furthermore, the community also has opportunity to be trained (and did exchange visit) on fruit and vanilla productions based on their interests. By doing this, TLSNAP Project has supported the community by facilitating the diversification of income generated from various livelihood activities.

EFFECTIVENESS

The main components of this outcome include a) a youth training program for environmental management (Output 2.2.1); b) establishment of community conservation groups and capacitating them (Output 2.2.2); and c) delivery of sustainable use of forest resources training (Output 2.2.3). All planned activities under these three outputs have been completed by the end of FY2023. Activities related to national stakeholder workshop (which was done as a project closing event) were completed during the no-cost extension period, together with the development of knowledge products. One activity under Output 2.2.3 regarding facilitating relevant permits and licenses for the sustainable use of forest resources was not conducted since there is no permits needed for the products and activities conducted in this output.

TABLE 8 PROJECT RESULTS OF OUTCOME 2.2

Outcome 2.2: Capacity for communities to manage their natural resources substantially increased				
Indicators	**Baseline**	**Target**	**Achievement**	**Rating[6]**
Indicator 6: Capacity of youth to manage natural resources	No formal NRM management training for youth.	100 youth, including at least 30% females, trained in NRM management.	99 were trained and certified, of which 41% were women	CA
Indicator 7: Capacity of community groups to manage their natural resources	Conservation groups have limited capacities to sustain community-driven natural resource management	10 community conservation groups, having at least 30% female members, capacitated to lead natural resource management interventions.	10 community conservation groups attended training and conducted natural resource activities because of the project, of which 31% were women during FY2022.	CA
Indicator 8: Number of households benefiting from sustainable use of forest resources.	No households currently benefit from sustainable use of forest resources in the two-priority sub-catchments	250 households, including at least 30% women, benefit from participation in sustainable use of forest resources; measured using the sustainable livelihoods framework	293 households, of which 31% members are women.	CA

Table 8 clearly indicates that the targets for the three indicators used to measure the achievement of Outcome 2.2 have been reached by the end of the project implementation. In addition, by the end of FY22, a total of 99 youth (after 1 had to leave the course due to family reasons), has successfully completed their training on horticulture and gained a National Vocational Training certificate awarded by the national education authority. Furthermore, a total of 44 youths (comprising of 28 males and 16 females, out of a group of 100) have continued to engage in horticultural activities within the Comoro and Irabere catchment areas. A total of 9 youth horticulture groups with 382 members, consist of 182 males and 200 females, have been established. During the FGD with community members in one of the Irabere catchment area, an informant mentioned that the trained youth also shared their knowledge and skills to other community members in the village. Some of trained youth have applied knowledge and skills that they received into individual gardens, such as youth in two sucos in the Comoro catchment area, as identified in the interview and FGD process.

These horticulture groups have supported youth and their families in accessing fresh vegetables more regularly from their own backyards instead of relying on local markets. As mentioned by some FGD participants, they are also able to sell some of the yields to their neighbors in the suco. In addition, in some sucos, the same youth are making positive impacts by supplying vegetables to the national school feeding programs that contributes to improved nutrition for students.

The establishment of community conservation groups was completed in FY20. Each target suco has one community conservation group with written list of members, assigned head of group and the deputy, as well as written agreement. A total of 10 community conservation groups, involving 568 members (comprised of 406 males and 162 females), were established and capacitated to be able to manage their forest and other natural resources. Series of capacity buildings activities have been implemented throughout the project implementation, consist of 52 engagements (45 community engagement and 7 stakeholder engagement through training, workshop, and project meetings. Women participation was also encouraged during the project implementation. FGD with community members in three sucos implied that women can participate freely in project activities. There is no specific constraint that hampered their contributions in project activities. In addition, to support and facilitate project activities, the project involved 10 community-based field assistants (CBFAs) who were recruited from target sucos. Summary of number of project main beneficiaries, segregated by gender, is described in **Table 9**.

TABLE 9 BENEFICIARIES OF THE PROJECT

Categories	Male	Female	Total	% of Men	% of Women
CCG	406	256	662	61%	39%
Youth Group	182	200	382	48%	52%
Community and stakeholder engagement activities	958	378	1,336	72%	28%
CBFAs	10	2	12	83%	17%
TOTAL	***1556***	***836***	***2392***	***65%***	***35%***

Source: Project Closing Presentation of GEF 6, CI TL

A total of 293 households, have received benefits as they participated in sustainable use of forest resources. Direct benefits for the households are mainly caused through the establishment of 25 nurseries in 10 sucos, which were followed up with saplings process and tree planting. In addition to preventing landslides, this tree planting activity is also beginning to show positive impacts on water availability in the target villages. This was conveyed by participants in the Focus Group Discussion (FGD) in Ulmera.

"...Planting the trees has taken into effect. During the rainy season, [we hope that] there will be no landslides [like the past year], and [now] during the dry season, the water spring is still having water. The water spring was usually dried during the dry season, but now we have water enough for the whole suco..."

(FGD with community in Ulmera, Liquiça, Comoro Catchment Project Area)

FIGURE 4 WATER IS AVAILABLE EVEN DURING THE DRY SEASON

EFFICIENCY

The youth training program encountered some issues at the beginning of its implementation. The original project plan aimed to create Vocational Education Training (VET) modules for youth, and CI-TL was to deliver training and accredit youth from the Community Conservation Groups in Comoro and Irabere using these modules. However, Timorese law barred CI-TL from becoming an accredited training organization as an international agency. Upon discovering this, the PMU modified the project to align as closely as possible with the original plan, ensuring the completion of the initial objectives—development of VET certificates and formal environmental training for 100 students. Despite the time-consuming amendment process, the project implemented a multi-step approach. This involved collaborating with a module development consultant and local NGO, Permatil, to create VET certificates 1, 2, and 3 in Permaculture, that have been accredited by the national accreditation body, INDMO (*Instituto Nacional de Desenvolvimento de Mão de Obra*). Simultaneously, the project partnered with Tibar training center (CNEFP/*Centro Nacional de Emprego e Formação Professional*), a registered national institution, to deliver a youth training program based on existing VET certificates in Horticulture developed separately under a USAID program. This strategy ensured formal, certified training in Horticulture for 100 students while fulfilling the commitment to develop environmental VET certificates accessible nationwide following certification by INDMO. Although the youth training

program progressed somewhat slowly at the program's outset, the overall related activities, including certification from INDMO for modules built by Permatil to become part of the national vocational curriculum, was completed by the end of the fiscal year 2022.

Besides focusing the empowerment effort for the target communities, the existence of community conservation groups in each village has made the implementation of TLSNAP project activities more efficient. The group leaders helped to organize community members in relevant project activities, including organizing fund for meals in every project activity that involved members of the groups. In addition, the project also recruits Community-Based Field Assistants (CBFA) in each target village to assist in the coordination and implementation of activities at the village level. CBFA members are recruited from the local community to ensure a smoother and faster coordination and supervision process.

As mentioned in the section on Outcome 2.1., the project supported community activities financially. However, it did not provide direct payment to participants but only covered meal expenses during activities, such as training, workshops, and other community activities related to water conservation activities. A fixed amount of five dollars per person was allocated for meals and was given to the individual responsible for meal preparation, not to the participants. During the FGD sessions with members of community conservation groups, some participants complained about this arrangement as they expected to get paid for their involvement in the project, including conducting the conservation activities. However, financial support was provided by the project through the provision of small grant funds for all community conservation groups and the youth groups so they can initiate livelihood activities. The details of this support are discussed in Component 3.

TABLE 10 RATING FOR PROJECT RESULTS ON COMPONENT 2 OUTCOME 2.2

Criteria	Rating
Relevance	Highly Satisfactory
Effectiveness	Highly Satisfactory
Efficiency	Moderately Satisfactory
Overall Outcome Rating	Satisfactory

The evaluators rated Outcome 2.2. as **Highly Satisfactory (HS) in Relevance** since the TLSNAP project outcomes 2.2. congruent with the GEF focal areas and operational program strategies, specifically in land degradation, and the project design appropriate for delivering the expected outcomes through working with local communities in two priority catchment areas in developing and implementing Natural Resource Management (NRM) plans. It is **Highly Satisfactory (HS) in Effectiveness** since the project's actual outcomes are commensurate with the expected outcomes, with ten sucos as targeted areas has had the NRM plan, including integrating the sustainable use of natural resources into suco regulations and traditional systems, and building capacity of people to enhance their well-being. The Project is **Moderately Satisfactory (MS) in Efficiency**. The fact that the project did not provide direct payment to community members involved in project activities led to hesitancy for some people who preferred to get paid jobs. The availability of small grants increased the efficiency of the project. Overall, the rating for the project results for Outcome 2.2 is **Satisfactory (S)**.

Component 3: Improvement of forest management and reforestation of degraded lands in priority catchment corridors.

The 3rd component of TLSNAP Project was designed to be achieved through substantial improvement of sustainable forest management in priority catchment corridors (Outcome 3.1) and rehabilitation and/or reforestation of degraded areas (Outcome 3.2). This component focused on the identification of high conservation values of the forest within two catchment areas and support the implementation of community-based sustainable forest management, especially through establishing and/or strengthening plant nurseries in target areas.

Outcome 3.1: Sustainable forest management in priority catchment corridors substantially improved.

RELEVANCE

Substantial improvement in sustainable forest management in priority catchment corridors is expected to be achieved through mapping and identifying forests in the catchment area using the High Conservation Value (HCV) framework (Output 3.1.1) and the implementation of community-based sustainable forest management integrated into village-based Community-Based Natural Resource Management (CBNRM) (Output 3.1.2). The HCV assessment is a highly relevant choice to ensure the achievement of Outcome 3.1. HCV framework is a practical conservation tool for ensuring that critical values in natural and production landscapes are identified, managed, and monitored. Though it was developed in the context of forest certification, it has become a valuable and flexible toolkit for a variety of uses, including land-use planning, conservation advocacy, and designing responsible purchasing and investment policies (governmental, commercial, and institutional)[11].

EFFECTIVENESS

Almost all activities under this outcome were completed during the project period, except for one activity related to field surveys in Comoro and Irabere catchment areas. This activity was dropped because of a delay in recruiting an external consultant to do this assessment due to COVID-19 pandemic. By the time, project activities can be run normally after the pandemic, there was not enough time to complete this field survey within the project period. Details on the status of activities can be read in Annex 11.

There are two indicators to measure the achievement of Outcome 3.1 as explained in **Table 11**.

11 Good practice guidelines for High Conservation Value assessment, A practical guide for practitioners and auditors, ProForest – Oxford, Christopher Stewart, Perpetua George, Tim Rayden and Ruth Nussbaum, July 2008.

TABLE 11 PROJECT RESULTS OF OUTCOME 3.1

Outcome 3.1: Sustainable forest management in priority catchment corridors substantially improved				
Indicators	**Baseline**	**Target**	**Achievement**	**Rating[6]**
Indicator 9: Area of high conservation value forest mapped	0 ha of forests within the Comoro and Irabere catchments mapped according to high conservation value criteria	High Conservation Value forests classified covering 58,900 ha (includes 24,800 ha in the Comoro catchment and 34,100 ha in the Irabere catchment).	High Conservation Value forests classified covering 8,184 ha	IS
Indicator 10: Area of land under effective agricultural, rangeland and pastoral management practices.	0 ha currently under community driven sustainable management in the two priority catchment corridors	At least 500 hectares of forests under community-driven sustainable management.	11,837 ha of forest has been included in the community NRM plans	CA

The methodology employed for HCV output involved integrating Assist Natural Regeneration (ANR) activities with HCV, intending to manage and safeguard identified HCV areas efficiently. This integration addresses community concerns about relinquishing their lands by offering incentives and establishing formal agreements outlining responsibilities for preserving forest areas. Monitoring ANR activities revealed a total area of 830.21 hectares, with 457.35 hectares in Comoro and 372.62 hectares in Irabere, including the planting of 77,273 seedlings. Additionally, 35 water catchments (4 in Irabere catchments and 31 in Comoro) were introduced to engage the community in sustainable water management and conservation efforts, reflecting positive progress in implementing Natural Resource Management activities and the community's commitment to environmental preservation.

ANR activities have been conducted to respond to the area detected as a risk area on the NRM plan for restoration. The intervention activities include tree planting, water catchment, soil conservation, fencing using local materials, and doing the campaign to prohibit illegal hunting, illegal logging, and shifting cultivation (or slash and burn practice to secure land for agricultural activities). Though the ANR or HCV process has already been done, the zonation (core and buffer zones) has yet to be cleared. Therefore, forest guards have been unable to monitor and control the area effectively, and the community still exploits the HCV resources.

EFFICIENCY

Initial identification of potential HCV forests has begun using satellite imagery and data from existing national forest reports, but the classification process was planned to continue with the RAP. A consultant was expected to be hired to conduct the full assessment. However, due to the difficulty of finding the consultant, the HCV assessment and mapping were conducted by the project's in-house GIS coordinator following training in FY22. The HCV assessment was completed in the 3rd quarter of FY23. Thus, there needs to be more time to observe the growth of HCV plants and improve forest management, including the restoration of degraded lands in the two catchment corridors.

TABLE 12 RATING FOR PROJECT RESULTS ON COMPONENT 3 OUTCOME 3.1

Criteria	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Outcome Rating	Satisfactory

The evaluators rated Outcome 3.1. as **Highly Satisfactory (HS) in Relevance** since the TLSNAP project outcomes 3.1. congruent with the GEF focal areas and operational program strategies, specifically in maintaining the Forest Resources and reducing the pressures on high conservation value forests by addressing the drivers of deforestation. The community has already comprehended the area of high conservation value forest on the Comoro and Irabere catchments and comprehended the type of HCV plants. It is **Satisfactory (S) in Effectiveness** since the project's actual outcomes are commensurate with 830.21 hectares of HCV Forest and still increasing. The Project is **Satisfactory (S) in Efficiency**. Since the community has a high awareness of forest restoration and how to reduce land degradation as they plant in critical areas (landslide/flooding), the efficiency can be high after all the monitoring has been done and the number of coverages is increasing. Overall, the rating for the project, resulting in Outcome 3.1, is Satisfactory (S).

Outcome 3.2: Priority degraded areas rehabilitated and/or reforested.

RELEVANCE

As mentioned earlier, the efforts to rehabilitate and/or restore degraded land align with the presence of critical areas prone to landslides and the water needs in some parts of the program's target areas. Through the existing ten community conservation groups, the community members have been engaged in reforestation and water catchment activities. The community's inputs are sought regarding the types of seedlings or saplings they prefer, ensuring that interventions align with their needs and preferences.

EFFECTIVENESS

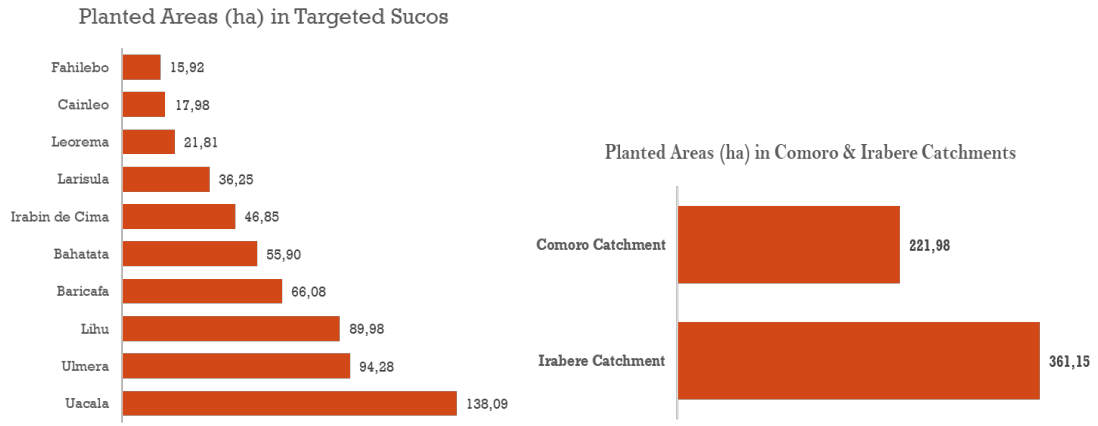
There were 12 activities designed to ensure that three outputs under this outcome can be achieved. Three activities under Output 3.2.1 related to the development, validation, and approval of forest rehabilitation and restoration plans were completed by the end of Q3 in FY23, together with two activities under Output 3.2.3 related to monitoring and evaluating the rehabilitation and restoration activities, including its follow-up actions. Similar to the 2nd component, activity-related development of knowledge products and the national stakeholder workshop were conducted during the no-cost extension period, just before the project finished. **Table 13** explains three indicators measured as evidence of the Outcome 3.2 achievements.

TABLE 13 PROJECT RESULTS OF COMPONENT 3 OUTCOME 3.2

Outcome 3.2: Priority degraded areas rehabilitated and/or reforested				
Indicators	**Baseline**	**Target**	**Achievement**	**Rating**
Indicator 11: Area of priority forest area rehabilitated.	There are modest reforestation and rehabilitation activities in the two priority catchments by governmental and non-governmental partners. In 2016, 24 ha in the Comoro catchment and 87 ha in the Irabere catchment were reforested/rehabilitated.	At least 500 ha of degraded land rehabilitated and/or reforested.	498 ha of degraded land rehabilitated and/or reforested.	CA
Indicator 12: Nursery capacity for supporting forest rehabilitation.	A few nurseries operating with insufficient capacity in the priority catchments	25 plant nurseries strengthened and/or established.	25 nurseries were built and in operation.	CA
Indicator 13: Capacity of local conservation groups in rehabilitating priority forests.	A few conservation groups participate in nursery operations and forest rehabilitation	10 community-based conservation groups participate in nursery operations and forest rehabilitation	10 community conservation groups participated.	CA

The success of Outcome 3.2 is primarily determined by tree-planting activities and water catchment initiatives carried out by community conservation groups. Members of community conservation groups usually planted trees in their gardens. Some are also planted in public areas and the forest, selecting areas that are prone to landslides. During the project implementation, 25 community conservation groups in 10 target villages have produced 276,387 seedlings of 53 species. These seedlings were categorized into three different types of trees: industrial trees, conservation trees, and fruit trees, including commercial import trees. By the end of the project, the seedlings had been planted on 583.13 hectares. Details on planted areas in targeted sucos in the two catchment areas are provided in the charts below (Figure 5).

FIGURE 5 PLANTED AREAS IN TARGETED SUCOS



Source: Presentation Material in the Final Closing Project Workshop, CI-TL, 2023

Furthermore, seeds and saplings provided in the 25 nurseries have been utilized to improve the community's income. The FGD and KII results also identified that the community perceived various types of trees (especially industrial one) distributed and planted as potential savings for their children and grandchildren.

In Fiscal Year 2023, CI TL, along with forest guards, community members in the municipality, and local authorities, undertook the monitoring of tree survival and verified the lands utilized by the community for planting. The monitoring revealed the survival of 163,119 planted trees across 583 hectares. The death of planted trees is mainly caused by a lack of water during the dry season; trees were destroyed because of landslides during the rainy season or destroyed/eaten by roaming livestock due to a lack of awareness from the livestock owners on the importance of maintaining the growth of young trees.

Several villages in the Comoro region, such as Ulmera and Fahilebu, have already experienced an improvement in water availability, both in terms of quantity and volume, from the existing water sources in their villages. This benefit is further reinforced through water catchment activities, including the construction of ponds. During the program implementation, 35 water catchments were built (4 in Irabere and 31 in Comoro). The community in Comoro also constructed 22 water catchments.

The FGD and interview process show that the community conservation groups have been actively involved in the nursery operation and forest rehabilitation activities. Nursery

locations and the strategic placement of the nursery and planting locations (accessible) near the suco area are supportive factors to encourage more community members to come and participate in tree planting activities. In addition, it is also observed that improvement in nursery management is still needed to ensure the time and workload contribution of each member of the conservation group.

EFFICIENCY

FIGURE 6 WATER TANK TO SUPPORT THE NURSERY

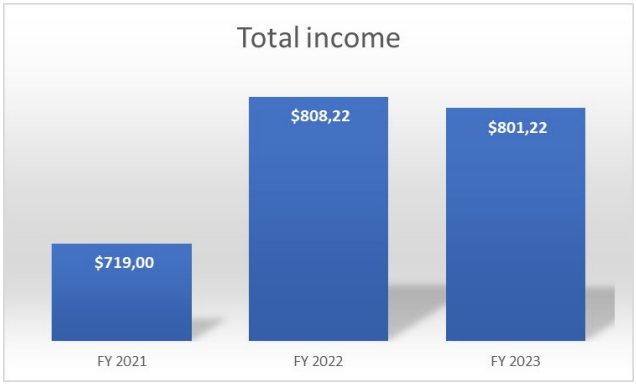
Community conservation groups worked in the 25 plant nurseries - to grow saplings for seedling preparation in the nursery and support the distribution of seedlings to other community members, including those outside the initial group. The TLSNAP project also provided in-kind support for the community conservation groups, consisting of water tanks, poly bags, hoes, carts, and other tools. The project also provided financial support for activity-related expenses (meals $5 per person). The other success story was the small grant initiatives. In these initiatives, a small grant of $1,250 was provided per suco. It serves as additional support for the community activities. The small grant was intended for the community conservation group during the first round. To receive the grant, the group should submit proposals outlining priority activities based on their expressed interests and needs. The livelihood activities supported through the project varied, including poultry farming, goat rearing, and vegetable cultivation (horticulture). The second batch of funding is allocated for Assisted Natural Reaeration (ANR). Reaeration is a crucial aspect of maintaining water quality and the health of aquatic ecosystems. The reaeration methods include mechanical aeration, cascades, and the introduction of oxygen through various means. The community used this grant for environmental management purposes such as constructing additional small dams, planting conversation tree seedlings, and making fences to support the young trees, nurseries, and their land. The amount allocated for these activities was also $1,250 per suco. There are a total of 186 beneficiaries of the small grant (see **Table 14**). In the FGD and KII process, many informants expressed their gratitude for these supports.

TABLE 14 THE BENEFICIARIES OF THE SMALL GRANTS

Category	Male	Female	Total Beneficiaries
Smal Grant	105	81	186

The small grants have acted as a supporting incentive for voluntary work in water conservation and reforestation. The income generated from the activities related to small grants looks promising. There was a slight decrease in the total income due to drought in FY 2023 due to the long dry season (see **Figure 7**).

FIGURE 7 TOTAL INCOME GENERATED FROM SMALL GRANTS



The livelihood activities (such as horticultural and livestock activities) have provided additional income for the community groups. While there was no extensive measurement of income improvement within the project, FGD and KII informants admit that there has been a notable increase in activities, such as the rising numbers of chickens and goats. The community now has access to fresh vegetables, allowing them to sell produce in the local market. However, some challenges for the livelihood activities occurred. These include some community members who still need marketing channels; there needs to be clear profit-sharing and work divisions among members of community groups who are involved in livelihood activities. For some villages, especially those in Irabere catchment areas, bad road conditions have become one of the primary challenges to marketing their products.

TABLE 15 RATING FOR PROJECT RESULTS ON COMPONENT 3 OUTCOME 3.2

Criteria	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Outcome Rating	Satisfactory

The evaluators rated Outcome 3.2. as **Highly Satisfactory (HS) in Relevance** since the efforts to rehabilitate and/or restore degraded land are in line with the presence of critical areas prone to landslides and the water needs in some parts of the program's target areas. The project also ensures the interventions align with the community's needs and preferences. It

is **Satisfactory (S) in Effectiveness** since the project's actual outcomes are commensurate with the increasing means of livelihood and building people's capacity to enhance their well-being. The Project is **Satisfactory (S) in Efficiency**. With the span of the area for forest rehabilitation, the project should be supported by an adequate budget to ensure the quality planting of the trees, a good supply chain for seeds, seedlings, and saplings, as well as a market for the nurseries, horticultural and farming products to compensate the working hour spent in the reforestation and water conservation activities. Overall, the rating for the project results in Outcome 3.2 is **Satisfactory (S)**.

Overall Outcome Ratings

RELEVANCE

The overall outcome rating in Relevance is Highly Satisfactory (HS) since the TLSNAP project outcomes are congruent with the GEF focal areas and operational program strategies in biodiversity, land degradation, and sustainable forest management, and the project design appropriate for delivering the expected outcomes. The TLSNAP project aims to establish a national Protected Area (PA) system in Timor-Leste by implementing pilot developments in two PAs, namely Comoro and Irabere catchment areas, serving as examples for PA management. The initiative responds to the absence of a PA management model for the country's 46 existing PAs. It addresses water scarcity issues in the country and ten target sucos located in the two PAs. Furthermore, the FGD and interview results revealed concerns about landslide vulnerability and water scarcity in the Comoro and Irabere catchment areas, with the community recognizing the TLSNAP project as beneficial for minimizing land degradation and acknowledging its relevance in reducing tree-cutting practices in their neighborhood.

The TLSNAP Project also enhanced community capacities by providing permaculture training to ten youths from each suco, enabling them to secure quick income through vegetable cultivation and creating job opportunities that the youth groups highly need. Simultaneously, the project conducted relevant capacity-building activities for ten community conservation groups through training in nursery establishment, composting, tree planting, and land restoration while also supporting income diversification through fruit and vanilla production. The TLSNAP project has also contributed to substantial improvement in sustainable forest management in priority catchment corridors by employing the High Conservation Value (HCV) framework for mapping and identifying forests and integrating community-based sustainable forest management into village-based Community-Based Natural Resource Management (CBNRM).

EFFECTIVENESS

The overall outcome rating in Effectiveness is Satisfactory. This conclusion is derived from the satisfactory achievement of the key project outputs, with only one output indicator - Output indicator 1.1.4. PA management committees are functioning with government support - of 14 output indicators that cannot be completed. Project outputs can be achieved

because almost all planned activities can be carried out. Out of a total of 63 activities planned for the three project components, only two activities could not be completed during the project implementation, which are Activity 1 (Output 1.1.3.) related to the implementation of PA management in Mount Fatumasin (Kutulau) and Mount Legumau and Activity 3 (Output 3.1.1.) related to field surveys in the two target catchment areas.

Furthermore, the TE team concluded that the achievement of its intended outcomes has demonstrated a Satisfactory level of Effectiveness. Three of five project outcomes are rated Satisfactory in Effectiveness despite some challenges faced during the project implementation. All outcome indicators under Outcome 1.1 were achieved despite the inability to complete a crucial activity related to the implementation of PA management plans and the METT assessment for Mount Legumau due to time constraints. For Component 3, the first outcome has been aligned with the expansion of the HCV forest to 830.21 hectares and ongoing growth. In contrast, the second outcome aligns with the increased means of livelihood and building capacity to enhance the community's well-being. Despite some challenges, the project has made significant strides in achieving its goals and contributing to sustainable natural resource management in the target areas. The two outcomes under Component 2 have Highly Satisfactory (HS) ratings in Effectiveness, showcasing successful alignment between actual outcomes and expected outcomes, including the development and translation of NRM plans for 10 targeted sucos, as well as the integration of sustainable resource use into suco regulations, traditional systems, and capacity building efforts.

EFFICIENCY

The overall rating in Efficiency is Satisfactory, with three outcomes related to reducing land degradation drivers in key catchment areas (Outcome 2.1), improvement of sustainable forest management and community capacity on natural resource management (Outcome 3.1. and 3.2.) rated Satisfactory. Some challenges occurred and delayed the implementation of most of the activities, such as difficulties in staff recruitment at the beginning of the project, high staff turnover, and the COVID-19 pandemic that limited project activities because of the lockdown. However, the project completed almost all the activities with the support of external consultants and recruiting community-based field assistants to ensure regular support and monitoring during project implementation. Specifically, to achieve outcome indicators under Component 3, the HCV assessment was conducted by the project's in-house GIS coordinator after receiving adequate training. Despite challenges, the project has managed to support outcome achievements within the project period through provisions of in-kind support and financial support for activity-related expenses (meals $5 per person). Two rounds of small grant initiatives were also provided to assist livelihood activities for community groups, including youth groups and the Assisted Natural Regeneration (ANR) activities.

However, the installation of demarcation pillars in the Irabere catchment area, critical for Outcome 1.1, has yet to be completed by the end of project implementation, although a commitment letter has been issued. The project already supported the construction of the demarcation pillars and transported them to the nearest installation points. Therefore, the longer time needed to wait for government budget allocation has potentially made the project's effort to establish demarcation of Irabere catchment areas less efficient. In

addition, the project has tried to improve the capacity of target communities, including youth, in a timely manner. Adequate adjustment in collaborating with a local consultant for module development, reaching the national accreditation body, and at the same time partnering with the national training center to deliver a certified youth training program can be perceived as an efficient act to achieve expected results within the project period. However, without proper commitment from the trained youth to apply and share their knowledge and skills in their respective villages, the project efforts have become less efficient.

Sustainability

The two priority areas' sustainability rates are differentiated due to the different contexts and progress of these two areas. The overall sustainability rate for the Comoro Catchment Area is **Moderately Likely (ML),** and for the Irabere Catchment Area, the rate is **Moderately Unlikely (MU)**. It is identified that the Timor Leste government's commitment to the environment sector has been improved. The government has recognized the urgency and potential of creating economic benefits outside the oil and gas sectors. Alongside developing eco-tourism, the government tried to establish food resiliency for the country and started to work for it. However, more support is still needed for the government and the community in the two Protected Areas (PA). CI-TL has been able to implement a similar project (BIOPAMA) in the Comoro Catchment Area (after the TLSNAP Project), continuing its support for the government and the community. The continuity measures should include the formation of a PA Committee and the implementation of PA management. There is no additional support provided for Irabere after the TLSNAP Project finishes.

Component 1. Establishment of a National Protected Area System

The TLSNAP project has successfully developed a series of documents on the Protected Areas management plan, sustainable financial plan, and business plan for two PAs, covering an area of 22,855 hectares. Boundary demarcation for these 2 PAs has already been completed, followed by the installation of demarcation pillars for the Comoro catchment area (Mt. Kutulau). The achieved results are expected to serve as a model for PA management that can be applied to the remaining 44 PAs in Timor Leste. The sustainability of the national Protected Areas system is guaranteed by the Government Decree No. 5 of 2016, which stated the national PA plan. However, there are some key risks that may hamper the sustainability of current achievements and further expectations of the project results/impact:

a. The demarcation pillar installation in the Irabere catchment area (Mt. Legumau) is still waiting to be implemented. Without support from the central government, the 944 pillars that have been created and dropped to the drop points at Legumau Mountain to mark this 17,882-hectare Protected Area will likely be neglected.

b. The implementation of PA management-business-financial plans in the two PAs is still waiting for the formation of the PA Management Committee. CI Timor Leste has another project (BIOPAMA) in the vicinity of the Comoro (Mt. Fatumasin/Mt. Kutulau) area that can also support the formation of the PA Management Committee. However, such intervention will not be available for the Irabere catchment area in the near future.

The two key risks mentioned above could make the Comoro catchment area more sustainable (**moderately likely**) than the Irabere catchment area (**moderately unlikely**).

Component 2: Improvement of community-based natural resource management systems in priority catchment corridors

The overall sustainability rate for this component is **moderately unlikely (MU): there are significant risks for sustainability.** In this component, TLSNAP project has successfully support the development of 10 community-based natural resource management plans and strengthened target communities in 10 sucos on community-based natural resource management practices, including the capacities of the youth group. However, some significant risks may hamper these project benefits to sustain after the project finish, which include the economic conditions, the fact that the youth group needs income or similar fund to support their livelihood activities, limited access to market to maintain sustainable use of natural resources in their areas. The details are explained in **Table 16.**

TABLE 16 RATING FOR SUSTAINABILITY OF COMPONENT 2

Component 2	Sustainability Rate
Enabling environment: 10 Suco has NRM plans, and the community has improved its understanding of the importance of conservation in the catchment area. **Key Risk:** **Low economic condition** The economic factor may reduce community effort in maintaining the ideal environmental condition.	Moderately Likely
Enabling environment: During the TLSNAP project, community conservation groups have been strengthened to conduct community-driven natural resource management. In some areas (especially Suco Fahilebu), water catchment effort has improved water availability and water debit conditions. **Key Risks:**	Moderately Unlikely

Component 2	Sustainability Rate
1. **Limited capacity** to sustain community-driven natural resource management, especially **in management capacity.** 2. **Limited resources**, i.e., seeds and materials such as cement, to maintain and strengthen water catchment facilities.	
Enabling environment: Trained youth have initiated livelihood activities, practicing the knowledge and skills that they received. **Key Risks:** 1. There is no immediate/quick income and funds (capital) to support the continuity of the livelihood activities. These youths are reluctant to do livelihood activities and practice their trained skills and knowledge in farming since the money generated is low. The youths tend to look for overseas working opportunities. 2. Limited skills in entrepreneurship.	Unlikely
Enabling environment: Households in 10 target sucos have benefited from sustainable use of forest resources (horticulture and some fruit trees have given the benefit). Women's participation is very clear. Some community members are able to have additional income. **Key Risks:** 1. Lack of access to the market (especially in Irabere areas) 2. Lack of capacity for product processing 3. Lack of knowledge on climate change, seasonal plants, and production management to ensure the plants can grow well and able to be marketed well.	Moderately Likely

Component 3 Improvement of forest management and reforestation of degraded lands in priority catchment corridors

The overall sustainability rate for this component is **moderately likely (ML): there are moderate risks for sustainability.** The TLSNAP project has improved the capacity of the local community to rehabilitate forests and create water catchments. Proof of initial good results is observed during the terminal evaluation process. However, some risks still need to be considered to ensure sustainability, such as improving cross-sectoral collaboration in forest management and reforestation of degraded lands, the need for more seeds for reforestation, and the long dry season, which need to be considered for planting activities. Above all, improving forest management and reforestation of degraded lands will also depend on the PA committee, which has adequate capacities (already mentioned in the above section on Component 1). The details are explained in **Table 17.**

TABLE 17 RATING FOR SUSTAINABILITY OF COMPONENT 3

Component 3	Sustainability Rate
Enabling environment: Improving forest management and reforestation of degraded lands in priority catchment corridors is promising. **Key Risk:** 1. Lack of support from cross-sectoral collaboration 2. Lack of support in maintaining the high conservation value forest area.	Moderately Likely
Enabling environment: Reforestation has been conducted, including in critical areas. The capacity of the local community to rehabilitate forests and create water catchments has been improved, and there has been proof of initial promising results. **Key Risks: Low tree survival rates due to** 1. Recent road development has destroyed some of the planted trees. 2. Young trees are destroyed by estranged livestock. 3. Long dry season and forest fire	Moderately Likely

Progress to Impact

Some evidence of progress toward long-term impacts is sometimes difficult to determine. It is often too early to assess the project's long-term impacts at the point of project completion. Based on the key assumptions of the project's theory of change, specifically on the Project's Objective – To establish Timor-Leste's National Protected Area System and improve the management of forest ecosystems in priority catchment corridors, the evaluators try to put forward the feasible things that can be assessed and reported on the progress and give an assessment on the extent to which the progress towards long-term impact may be attributed to the project.

Unfortunately, there is no baseline data and no available qualitative and quantitative evidence on environmental stress reduction and environmental status change, such as the change in the population of endangered species. The available data was only on forest stock in Suco Ulmera, where there has been an increase in biodiversity since the nursery has produced 53 species of trees that are used in the land rehabilitation and forest restoration program. Planting these 53 trees has enriched the biodiversity in the dominant eucalyptus area. In addition, the community also mentioned reducing environmental stress since water is now available for the whole year long, even during the dry season.

The government stakeholders from MALFF and MEV also mentioned the current discussion in the Meeting of the Council of Ministers on the importance of Natural Resources Management, and there will be a new Decree-Law in this matter complimentary with the Decree-Law No. 5/2016 on the National Protected Area System. The revitalization of *tara bandu* and its incorporation into the suco regulations also increased the awareness of natural resources management. The communities insist on putting the regulation on writing, to

make the regulation that based on the local wisdom as the local capacities in natural resources management as well as conflict resolution related to the natural resource exploitation. The communities insist on putting the regulation in writing to make the regulation based on the local wisdom as the local capacities in natural resources management as well as conflict resolution related to natural resource exploitation. The communities also insist on the recognizing their lands and cultural sites or other important sites by the Land and Property Commission to reduce land and tenurial disputes.

The communities in the Comoro and Irabere projects area also mentioned the increasing capacities in farming and agricultural practices, as well as monitoring systems using digital technology. Such development should also be followed by micro-macro level linkages and financing to support the eco-tourism development before the momentum is lost. The same things also apply to the seed provision and nursery sustainability and implementing a five-year plan. Many stakeholders expressed their concerns about the project closing, and there are no further funds to implement their dream of establishing eco-tourism activities that complement the conservation activities to increase their income and create better socio-economic conditions in society. More details on the progress to impact can be seen in **Table 18.**

TABLE 18 PROGRESS TO IMPACT

Indicator Objective	Results	Notes
Indicator a: Area of high conservation value forest identified and maintained	8,184 ha has been HCV assessed, graded, and mapped.	The HCV was intended to encompass all the villages that are part of the Comoro and Irabere catchment areas. However, during the implementation, it became apparent that the project would not be able to cover the villages due to their large number and the limitations related to staff availability and time. The assessment is being done by the project's in-house GIS Coordinator. The methodology used for producing HCV output was the integration of Assist Natural Regeneration (ANR) activity with HCV. The latest updated data for Assisted Natural Regeneration (ANR) and High Conservation Value (HCV) indicate a total of 830.21 hectares. This figure encompasses two distinct catchment areas, with Comoro accounting for 457.35 hectares and Irabere covering 372.86 hectares.
Indicator b: Area of sustainably managed forest, stratified by forest management actors	Total sustainably managed forest within the NRM plans is 11,837 ha. It consists of: • Coffee and other production forest: 3,197 ha • Dense/medium mixed forest: 8,184 ha • Sparse forest: 456 ha	This is the area of forest mapped and recorded within the NRM plans across all ten sucos. The communities have identified preferred recovery or other interventions across the 11,837 ha, and the project has begun supporting several interventions: tree planting, water management, and agroforestry interventions.

Indicator Objective	Results	Notes
Indicator c: Protected area management effectiveness score	METT score – Mt. Kutulau: 48 METT score – Mt. Legumau: not assessed	The effectiveness status of PAs is based on the current metrics for the PAs. This includes staff capacity, legal status, and physical attributes of management (such as physical PA boundary markers) using the METT Assessment framework. The METT score for Mt. Legumau was not assessed due to time limitations.
Indicator d: Land area under effective agricultural, rangeland, and pastoral management practices	The total area of land the project will directly impact through interventions such as forest management, restoration/tree planting, water management, etc., is 16,171ha.	The ProDoc target was overestimated. The previous target (31,949 ha) was the total area within the administrative boundaries of the villages including rivers and other land cover types being positively impacted by the project activities, directly and indirectly. The total area of land the project will directly impact through interventions such as forest management, restoration/tree planting, water management, etc., is 16,171ha.
Indicator e: Land area under effective management in production systems with improved vegetative cover	498 ha	Through the growth, distribution, and planting of approximately 340,000 saplings in 25 nurseries, the target communities have planted an equivalent of 498 hectares of land with trees of 53 species. The survival rate of trees planted is currently 68%, which is high for Timor-Leste because the project encouraged community members to plant trees on their own land, which would provide benefits in different phases over time. For example, Fruit trees provide income in just a few years, construction trees are 10-15+ years, and conservation trees provide long-term ecosystem benefits. This has encouraged planting on private land, which has resulted in relatively high survival rates. This is assessed through the government's Forestry Dept. methods by government forestry staff.

Assessment of Monitoring and Evaluation Systems

The TLSNAP Project is unique and complex. The evaluators found strengths and weaknesses in the project M&E plan and its implementation. Project M&E systems will be rated on the quality of M&E design and quality of M&E implementation using a six-point scale (Highly Satisfactory to Highly Unsatisfactory).

Monitoring and Evaluation Design

The evaluators found that the Monitoring and Evaluation Design is **Satisfactory (S): Level of outcomes achieved was as expected and/or there were minor short comings**. The M&E plan at the point of CEO Endorsement is practical and sufficient. During the Project, monitoring and evaluation were conducted by established Conservation International and GEF procedures by the project team and the CI-GEF Project Agency. The Project's M&E plan will be presented and finalized at the project inception workshop, including a review of

indicators, means of verification, and the full definition of project staff M&E responsibilities. The M&E plan was also straight to the point. It consisted of the inception workshop, inception workshop report, Project Results Monitoring Plan (Objective, Outcomes, and Outputs), GEF Focal Area Tracking Tools, Project Steering Committee Meetings, CI-GEF Project Agency Field Supervision Missions, Quarterly Progress Reporting, Annual Project Implementation Report (PIR), Final Project Report, External Mid-term Review, Independent Terminal Evaluation, Lessons Learned and Knowledge Generation, and Financial Statements Audit.

The TLSNAP project has limited baseline data, and the targets and appropriate (SMART) indicators to track environmental, gender, and socio-economic results have to be shifted due to the restructuring of the Project. The lack of a proper Monitoring and Evaluation system with the methodological approach initially made the Project miss some of the initial data that should have been put in the database, such as the number of seedlings produced and planted. The practical organization and logistics of the M&E activities, including the schedule and responsibilities for data collection and adequate budget funds for M&E activities, needed to give space for mitigating changing personnel or high staff turnover that happened at the beginning of the Project. However, the proper Monitoring and Evaluation system has been established, starting around midterm, and has produced a valuable database. Both CI-GEF and CI-TL agreed that the supervision mission should be conducted more often for a Project of this size. Nevertheless, the COVID pandemic halted the intended visit, which must be conducted via online meetings. Both parties agreed that actual visits could create more understanding of the actual project condition.

Monitoring and Evaluation Implementation

The evaluators found that the Monitoring and Evaluation System is **Satisfactory (S). The Level of outcomes achieved was as expected and/or there were minor shortcomings**. The M&E system has been operated as per the M&E plan, and there were some adjustments during the project restructuring, which made the M&E plan revised in a timely manner. Following the adjustment, the Project Steering Committee Meetings should perform the M&E implementation on a more rigid basis to find discrepancies and progress to impacts of the project as lessons in the two protected areas as the pilot project. The primary responsibility of the Project Steering Committee is to approve the annual work plan and budget associate, provide insight to the project management unit, and regular meetings to evaluate the project implementation. The regular meeting was not conducted as planned for various reasons.

M&E Implementation in the protected areas can be considered highly satisfactory. In addition, for M&E implementation, the product of the project demarcation maps has been established with GIS and METT Tracking Tools. Therefore, the information on specified indicators and relevant GEF focal area tracking tools have been gathered in a systematic manner. Even though the M&E to track the improvement of a community-based natural resource management system in priority catchment corridors did not start at the beginning (there was no M&E staff at the beginning and no recorded data before MTR), now the project

has been catching up. At the same time, the implementation of M&E of the tree's survival rate and water debit has been beyond expectation since the communities also participate in the M&E activities, which is excellent.

The complex project needs more resources and be cross-linked with the implementation. For example, all the youth trained got nationally accredited and internationally recognized certificates, but the impacts on the project were challenging to track. The M&E for community groups is also limited to the report on seedings/saplings production and not the follow-up actions after the training for the youth community, other community training, and cross-visit programs. There is no involvement from the Streeting Committee, in this case, the government, to monitor the results of training done by the youth. There is also a need to monitor the seeds needed for the nurseries, the livelihood and benefit to the community, and some additionalities such as the community's capability to support the School Feeding Program.

The M&E results, especially for the community programs, were presented in the national workshop by the end of the project. From no M&E implementation in the initial years of the project, they now have an M&E design that includes maintaining the database dashboard continuously. This M&E is currently conducted to monitor the type and categories of trees, the names of the trees, and their survival using the Kobo Tool application. There were also regular meetings for Community Conservation Groups that CI-TL monitored. In addition, CI-TL has set up the M&E design with CBFAs, who give continuous reports during the project. CI has successfully established 25 nurseries and ten conservation groups for the conservation works. During the project, the needs and results of these nurseries and groups were regularly monitored and evaluated.

In the initial stages, the project solely conducted an inception workshop. However, a dedicated workshop was yet to present the Monitoring and Evaluation (M&E) findings to the community initially. Only after two years did the project recruit M&E personnel, enabling the presentation of project results during the Project Steering Committee meetings.

FIGURE 8 MONITORING ON TREE SURVIVAL USING KOBO TOOL APPLICATION

(SOURCE: PMU)

Assessment of Implementation and Execution

The assessment of the implementation and execution of GEF projects will consider the performance of the GEF Implementing Agencies and project Executing Agency, in this case CI-TL, in discharging their expected roles and responsibilities. The performance of these agencies will be rated using a six-point scale (Highly Satisfactory to Highly Unsatisfactory).

Quality of Implementation

The rate for quality of implementation is **Highly satisfactory (HS)**. The evaluators found no shortcomings, and environmental and social safeguard plans, design, and implementation quality exceeded expectations. Within the GEF partnership, GEF Implementing Agencies are involved in project identification, concept preparation, appraisal, preparation of detailed proposal, approval and start-up, oversight, supervision, completion, and evaluation. In the TL-SNAP Project, CI-GEF was able to implement a smoothly run project even though there was some delay that could not be avoided due to the COVID-19 pandemic. The pandemic situation has also limited the CI-GEF team's ability to do field visits for monitoring. CI-GEF supports ensuring that the environmental and social safeguards have been in place since the start of the project. Nevertheless, the TLSNAP project is a groundbreaking multifocal GEF project that intertwines water resource dynamics, natural protection area systems, and community-based implementation.

Quality of Execution

The rate for quality of execution is also **Highly satisfactory (HS)**. The evaluators only found minimal shortcomings, while environmental and social safeguard plans, design, and implementation quality exceeded expectations. Within the GEF partnership, the Executing Agency in this project is CI-TL, which is involved in managing and administrating the project's day-to-day activities under the overall oversight and supervision of the GEF Agency. CI-TL is responsible for the appropriate use of funds, procurement, and contracting of goods and services for the project. Since the project's design, CI-TL has made a great effort to execute the project with relevant government agencies. The problems appeared when there was difficulty finding the senior staff and high turnover in CI-TL. However, the shifting and restructuring and the project outputs to achieve the outcomes have to be appreciated to put a successful mark on the closure of the project.

Assessment of the Environmental and Social Safeguards

The TLSNAP project was screened and went through risk categorization and implementing the safeguard plans that the GEF Agency approved. In the Prodoc, some safeguard screening

results have been identified. Other relevant findings related to Environmental and Social Safeguard observed during the TE are:

a. Environmental safeguard: The TE identifies that the actual project recognized and conducted invasive species prevention in the protected area. However, the pre-condition of pests (bugs) that affected the Samtuku (Albasia) trees in the Irabere area has not been identified. This pest affected the young Samtuku trees planted during the project implementation and made the trees die. In addition, this problem also impacted the quality of the coffee fruits of the plants underneath affected Samtuku trees.
b. Physical cultural resources: Even though the TLSNAP project was not designed to envisage the impact on physical cultural resources, it was identified that during the project implementation, the project was triggered the community needs to identify the cultural sites in 10 target sucos and include them in the suco NRM plans to guarantee community access and the future development of ecotourism in the protected areas. It aligns with the CI-GEF/GCF ESMF document, specifically ESS6 Cultural Heritage.

The assessment of Environmental and Social Safeguards for the TLSNAP Project was developed for three main aspects: Gender Mainstreaming, Stakeholder Engagement and Accountability, and Grievance Mechanism. The rating for the Environmental and Social Safeguards assessment is **Highly satisfactory (HS)** – since the quality of implementation and execution exceeded expectations, even though there were minor shortcomings. The TLSNAP Project has incorporated a specific lead on gender and social safeguards. Some measures have also been taken, including a budget for activities that must be planned before any activities or movements can be done. By having environmental and social safeguards, the TLSNAP did not cause any harm to the environment or any stakeholders.

Gender

Gender mainstreaming as the baseline of the project is as follows. Women are key stakeholders in many activities within and adjacent to the protected areas. These activities range from direct collection of firewood and farming to running households. Women's vulnerabilities to resource overuse impacts are like those of men; however, women also have specific additional concerns linked to their key roles in the household and the community. The position of women in society is more vulnerable than that of men due to a lack of land rights and asset ownership in some cases, lower educational levels, and patriarchal rule in the domestic sphere. Gender issues were, therefore, carefully taken into consideration in the project design.

The Project itself has used gender-sensitive participatory in rural area appraisal techniques to identify the key socio-economic issues in the target sucos within and near the PAs and develop frameworks for community conservation arrangements as in Activity 6 in Output 1.1.3 Management and business plans developed in a participatory manner for Mount Kutulau and Mount Legumau protected areas. At first, the Project focused on women's participation in project activities, setting a target of 30% participation of women from the community, and it struggled a little bit. During the half-first period of the Project, capacity-

building exercises on gender were focused on getting 30% of women's participation in the activities and in the field for both Comoro and Irabere project areas.

Gender empowerment has been promoted in the Project, including concerning sustainable livelihood interventions planned in local communities. The project's NRM plans also have gender-sensitive measures. For example, In Output 2.1.1: Sucos designs and adopts NRM plans into both traditional and government regulations, specifically Activity 1 - Through a participatory, gender-sensitive process and the sustainable livelihoods framework, map out key natural resources features, socioeconomic conditions, and traditional systems in place for the ten project sucos and Activity 2 - Develop gender-sensitive draft NRM plans for each of the ten project sucos, have been conducted and delivered successfully.

However, for Output 2.2.3 (Sustainable use of forest resources training delivered, and pilot implementation supported) - Activity 1: Carry out gender-inclusive feasibility assessments, supported by value chain analyses for sustainable use options, there are some notes during the evaluation that the women need more capacity building in processing the raw materials and the product of the horticultural and agroforestry activities into a more salable product. The idea is to prepare for the eco-tourism activities, where the women can also sell gifts in the shops and cafeterias that will be built. Therefore, besides fresh products, they want to have more long-lasting products such as crips and chips, preserved products, as well as art and craft products using the local materials.

FIGURE 9 WOMEN LEADERSHIP IN THE CONSERVATION GROUP

It is interesting to note that women's involvement is more common in the Comoro project area. Women were also leading the water conservation and livelihood activities. Participation of women, even as traditional leaders and project leaders is common. The common belief is that women can do jobs as well as men. In contrast, in the Irabere project area, we still need extra effort to involve women in formal livelihood activities and group farming. The capacity building given in the women's group was that the person in charge should not be based on gender. The other effort was opening the taboo so women could talk openly in the group and in front of the public, doing the same activity without abandoning their families and children and working together with other community members. Now, women have become an integral part of the project, have been involved in meetings, activities, and workshops, and have skills and capacities to increase the family income. As a common practice, horticultural activities in the household garden are the responsibility of the women.

Stakeholder Engagement

CI-TL has facilitated inclusive stakeholder engagement by initiating the Project Steering Committee meetings that provide technical and strategic guidance. The members of this Steering Committee are representatives from cross-sectoral national government agencies, non-governmental organizations, academic and research institutions, private sector enterprises, and the local donor community. Unfortunately, the committee could not convene regularly for many reasons, especially fixing the meeting time. Nevertheless, the Steering Committee, besides providing project advisory support, they also involved in the capacity building activities. The TLSNAP project has seen the long-term participation of stakeholders, active participation of local communities and institutions, and enhancement of inter-agency, inter-sectoral coordination. The Steering Committee has been involved in the decision-making on the project design, actively in capacity building, knowledge management, and coordination with related initiatives.

The TLSNAP project also encouraged the inclusive participation of community members in developing NRM plans in all ten target sucos, including implementation of the plan through tree planting, water catchment activities, and some livelihood activities. As explained above, communities in 10 target sucos are also involved in nurseries, monitoring the survival of planted trees, developing sign boards, and demarcating protected areas. The introduction was made to the chief sucos to ensure that they understood and were willing to support the project. Chefe-Sucos also helped mobilize their community members to participate effectively during the project implementation. Engaging the community through community conservation groups is another strategy for more accessible organization and coordination during project implementation.

Accountability and Grievance Mechanism

The Accountability and Grievance Mechanism is intended to supplement the proactive stakeholder engagement. Communities and individuals may request an Accountability and Grievance Mechanism process when they have used standard project management and quality assurance channels and are not satisfied with the response.

The TLSNAP project ensured that the local communities participated throughout the implementation phase and strived to avoid potentially adverse impacts, including unintended consequences. The project also appointed 10 CBFAs who communicated the project details orally and visually, given to low literacy levels in some of the target sucos and in written form in local languages, to ensure local stakeholders can understand the specific activities being implemented and the potential impacts and benefits. The project also worked closely with existing suco-level administrative and traditional structures for addressing potential disputes or conflicts. For example, the conflict in the Irabere project area appeared due to previous family disputes. Therefore, the suco councils and traditional leaders were called upon to settle the conflicts.

Even though the stakeholders may raise a grievance to CI-TL at any time, no grievance has been raised. The usual practices are that whenever the community faced problems, they contacted the field staff (CBFAs) or raised the issues to the suco leader or the aldeia leader, who then contacted the CBFAs.

Nevertheless, the grievance mechanism should consider the local traditions and norms. People often do not speak up to utter their needs or when they face problems in the group or in the implementation of the project. For example, if there is a problem in the group, the community tends to cover or hide the problems to avoid making the group lose face. The community groups mentioned some issues during the conservation works, such as people who did not contribute as promised, took the yields more than the others but less work, and had financial disputes. The community tends to protest and solve the problems within their group but does not communicate it to the formal leader or CI representatives. If the community needs help to solve the problems, they will ask the traditional (*adat*) leader and *suco* councils to solve the problems.

During the FGD sessions, some community members who participated also recommended social communication in disseminating the project, in which CI's representatives must go and interact with people in each aldeia to ensure inclusion and equal information for all aldeias. On the other hand, the improvement group collaboration and management can reduce disputes between the group members or with other groups in the suco. The community specifically suggested work distribution management, social communication, project dissemination, and information. In addition, the community also stressed the incentives or small money for meals in which the practices have been cultured in the society.

All the project stakeholders interviewed or involved in discussions in the TE process expressed their gratitude and satisfaction with the process and progress of the TLSNAP project. The main reason for their satisfaction is the realization of the Protected Areas and the community capacity building received during the project. Meanwhile, the main concern is the continuity and sustainability of the protected areas. The details can be seen in **Annex 14.**

GEF Additionalities

The evaluation also comes across several interesting findings that can go under GEF additionality or as the additional outcome (both environmental and otherwise) that can be directly associated with the GEF-supported TLSNAP project.

Specific Environmental Additionality

The GEF provides various value-added interventions/services to deliver Global Environmental Benefits. Global environmental benefits refer to the positive impacts on the environment that are experienced on a worldwide scale. These benefits include actions and measures in biodiversity, climate change mitigation, international waters, land degradation and forests, and chemicals and waste.

Biodiversity

The TLSNAP Project has significantly impacted preserving biodiversity in Timor Leste. Along with the project, the government of Timor Leste also started to develop a database of Protected Species in the Protected Areas that covers birds, terrestrial flora and fauna, marine species, and all other species. In addition, the government also tries to increase awareness of the possibility of invasive alien species that may endanger the native species (see **Annex 12 Current Development on List of Protected Species and Prohibited Invasive Alien Species in Mount Kutulau and Mount Legumau Protected Areas**).

Developing these databases increases knowledge and awareness of the biodiversity condition in Timor Leste, including endemic and migration species and protected species due to their quantity in the wild. Since Timor Leste is also on the migration route of some migrating fish and birds, the knowledge will also benefit the conservation of the world's species. On the other hand, the awareness of biodiversity conditions has significantly reduced illegal wildlife trading. This condition also applies to some species that may be overhunted due to high demand from overseas, such as geckos and sharks, which are usually used as a medicinal ingredient in China.

Besides developing this database to support economic development and generate income from alternative livelihood and the exploitation of natural resources, the government also compiles the species database with medicinal values that can be used as raw materials in the pharmaceutical industry. The traditional community usually utilizes certain parts of plants and animals for medicine. This traditional medicine knowledge and local wisdom are being discussed between ministries for broader national interest and the possibility of export as raw materials or processed materials in pharmacy industries.

Besides preserving biodiversity, the TLSNAP's activities also increase the plant population and biodiversity in the Comoro and Irabere Protected Areas. The 25 community nurseries have produced 276,387 seedlings from 53 local plant species.

Climate Change Mitigation

The TLSNAP Project has significantly contributed to conserving and enhancing carbon stocks in agriculture and forests. The high conservation value forests have been established within the two priority catchment areas, covering a cumulative area of 830.21 hectares (457.35 hectares in the Comoro catchment and 372.62 hectares in the Irabere catchments. The monitoring activity shows that 163,119 plants are still surviving after the plantation. These plants will contribute to both forest conservation and enhanced carbon stocks in agriculture and forest areas in the future.

Some of the seedlings distributed to the community are local plants that can be used for firewood. By localizing the wood plantation and agricultural and farming activities in the household garden, the potential incidents of shifting agrarian practices and illegal logging for commercial firewood purposes have been reduced.

Land Degradation

In the conservation activities, 583 hectares of degraded land have been rehabilitated and/or reforested through community-based planting activities. By communicating the importance of the TLSNAP project and participatory activities in 10 sucos within the two Protected Areas, there are improvements in the agroecosystem and forest ecosystem goods and services. The TLSNAP project also introduced vanilla, fruit trees, and other productive species to be planted along with the high conservation values trees. Therefore, the community living in the Protected Area can still benefit from the alternative source of livelihood.

Bamboo planting has become a significant practice to reduce landslide potencies in high-risk areas, besides other high conservation wood species such as Mahogany and Albizia. The high-risk land has become productive landscapes with conservation and biodiversity benefits. The most significant reduction of land degradation and increasing biodiversity can be seen, especially in suco Ulmera.

International Waters

Water catchment activities have resulted in the construction of 54 small water harvesting structures (*embung*) that follow permaculture principles. These structures also include terrace systems that can catch water. During the project, four water catchment structures were built in Irabere and 31 in Comoro, with an additional 22 being built by the community in Comoro. As a result, clean water is now available in several parts of the Mount Kutulau Protected Area, filtered naturally through layers of soil in nearby springs. This has significantly improved the community's quality of life, as they no longer have to travel long distances to access clean water. It has also made it safer for women who typically collect water. In addition, the community now has enough water to meet their daily drinking, cooking, washing, and gardening needs. Increasing water availability has also reduced conflicts and disputes over water in the community.

Since the water is also available during the dry seasons, and the water debit has increased yearly, it has reduced vulnerability to climate variability and climate-related risks. If the development of water catchments is increased, it can also increase the ecosystem's resilience. Nevertheless, the availability of water saves people from walking long distances to get water and minimizes conflict in the area due to getting clean water in the dry seasons.

FIGURE 10 CHECKING AND MEASURING ON WATER DEBIT IN SUCO ULMERA (SOURCE: PMU)

Sustainable Forest Management

The TLSNAP Project has put the foundation in the establishment of the protected area on the importance of conservation, sustainable use, and management of forests, including reduction in forest loss and forest degradation; maintenance of the range of environmental services and products derived from forests; and enhance sustainable livelihoods for local communities and forest-dependent peoples. The products of the management plan, business plan, and sustainable plan should be implemented to ensure the community-based sustainable forest management started by ten conservation groups in the Mount Kutulau and Mount Legumau Priority Areas.

Legal/Regulatory Additionality

The Decree-Law No. 5/2016 on the National Protected Area System has been effective as the basis of the protected area system. The TLSNAP project has also established the demarcation maps of Mount Kutulau and Mount Legumau Protected Areas. The Land and Property Commission has acknowledged these maps. Therefore, the borders and demarcation have been clear. However, the zonation area determination (core zone, buffer zone, conservation zones, critical land, traditional/cultural/religious sites) and the acknowledgment of the list of sites in the protected areas are still in process.

In addition, there was an appeal (from the Post Administrators) to the Secretary of State for Lands and Properties in organizing the mapping of land and buildings and the registration of the private estates and properties, as well as the cultural, heritage, religious, heritage and traditional sites in the area. Another appeal regarding the sites also went to the Ministry of Higher Education and the National University of Timor Lorosa'e (UNTL) to make a list, research, and document the important sites in the protected areas that will benefit educational and nation-building purposes.

FIGURE 11 CULTURAL SITES IN THE PROTECTED AREA

On the other hand, there were several discussions in the Meeting of the Council of Ministers regarding the exploitation and management of natural resources. A draft Decree-Law has been under discussion. The draft on Organic Law of the Ministry of Agriculture, Livestock, Fisheries, and Forests [12] discussed agriculture as the basis of the country's economic development. Furthermore, the improvement of agriculture, fisheries, and livestock sectors is intended to improve the quality and well-being of all Timorese in the short term, strengthen national food security, tackle poverty in rural areas, and support the transition from subsistence farming to commercial production of agricultural, livestock, fisheries, and forestry products. The priorities are also given in promoting environmental sustainability and conserving Timor-Leste's natural resources.

Institutional Additionality/Governance additionality

Ensuring the sustainable operation of the protected areas and their natural resource management depends largely on the institutional stakeholders' capacities. At the government level, the conservation of biodiversity and protection of the environment remain priorities. However, there are large gaps in technical expertise, human resources, and finances. The MALFF is mandated to manage and protect the PAs across Timor-Leste. However, the ministries and departments underneath are still understaffed. There are severe constraints to the sustainable management of 46 Protected Areas in the country, with only 314 forest guards, less than 500 officers in the whole ministry which the majority do not have the necessary background, and only 12 officials in the Department of Forestry at the national level, as a Government personnel pointed out during the study.

During the project, CI-TL has arranged some technical training and capacity-building activities to strengthen the capacities of government officials. The most significant is using digital monitoring that replaces the usual paper-based monitoring. The government also cooperates with other institutions in Timor Leste and overseas to increase the capacities of government staff and future officials. Nevertheless, the TLSNAP project has assisted the government stakeholders by preparing a five-year National PA system business plan, management plan, and sustainable financial plan, but the implementation is still under question.

Financial Additionality

The TLSNAP Project has been designed together with the government stakeholders. The good relationship has been highly maintained. After the TLSNAP project, CI-TL got an endorsement letter (see **Annex 13 Endorsement for Conservation International's application to BIOPAMA Medium Grant Call 2022 – Pacific**) on the application to BIOPAMA Medium Grant Call 2022 – Pacific from the National Directorate of Conservation, Forestry

[12] Meeting of the Council of Ministers on September 19th, 2023.

and Eco-Tourism Development, the Ministry of Agriculture and Fisheries (NDCFED-MAF) in the project “Leveling Up PA Management in Timor-Leste.”

The BIOPAMA project besides gives financing on the conservation works, the flow of fund will also allow CI-TL to strengthen the management in Mount Kutulau Protected Area in close collaboration with local established conservation groups. Besides that, the BIOPAMA project will allow CI-TL to work towards its strategy on the Protected Areas, have MoU with MAP, and is aligned with Timor-Leste’s Sustainable Development Plan and Program of Work on Protected Areas. In addition, NDCFED is committed to facilitating the implementation of the proposed actions to benefit the Protected Area by supporting the development of roles and allocating staff time for training as needed in the framework of the project.

Socio-Economic Additionality

The TLSNAP Project has had by-side effects that help the beneficiaries improve their livelihood and social benefits. The yields from horticultural and animal husbandry, as well as the availability of water, have increased the living standard among population groups. The effect of alternative livelihood and environmental improvements that contributed to the project’s contribution has started to take effect. The harvest from the household farming and nurseries can also be sold and contributed to the school feeding program. The school feeding program is a government initiative to provide a meal or snack to all preschool and primary education students (Grades 1-9) throughout the country.

Innovation Additionality

The joint effort to create community-based activities and capacity building is a new approach to the conservation works in Timor Leste. It is an innovative way of doing conservation work in Timor-Leste. In ensuring biodiversity and ecosystem services, the capacity building for government staff and community groups has been conducted by establishing a functioning National Protected Area System. These activities include 11,837 hectares of forests under a community-based sustainable national resources management plan. In establishing the Mount Kutulau and Mount Legumau protected areas, the innovation using technology like Geographic Information System (GIS) and digital monitoring tools like Kobo Tools and maintaining a database following the METT 4 system is also new in Timor Leste.

FIGURE 12 SUCCESSFUL VANILLA CULTIVATION

Another innovation is the improvement of natural resource management in priority catchment corridors by creating community-based nurseries and small grants that boost the community's livelihood. This innovation is creatively utilizing the limited funds for more significant community impacts. Besides that, the communities and government staff also learn about new technologies that impact their agricultural, farming, and animal husbandry activities, such as seedlings production, the use of *paranet*, compost and liquid fertilizer (EM4) production, and plant treatments such as vanilla pollination. In addition to the nurseries, the permaculture principle for water harvesting structures was another innovation that has been promising to help the communities' water management. The small grant projects open the doors to the community's creativity and find an efficient way to get through community participation in the conservation works since they also benefit from the activities.

By working alongside the community, with the community members from the local area, awareness building on natural resources management can be triggered since the local people have more knowledge in their area, and this knowledge helps overcome the existing social norms and barriers that might happen if the outsiders lead the project. The local people are also actively involved in determining the area of Protected Areas and the high-risk areas that need immediate conservation intervention, the demarcation process, the making of the natural resources management plans, monitoring the tree's survival, and building a biodiversity database.

In line with building the species database found in the Protected Areas, some initiatives in revitalizing traditional medicine and compiling recipes of conventional medications have been offered as another innovation in combining eco-tourism, community-based resource management, and increasing economic development in the agroforestry sector.

Other Assessments

During the evaluation, the team also took notes on several important matters that should be noted for the TLSNAP Project, whether several things need to be followed up to be materialized on the program in terms of financing and knowledge management, as well as the lessons that can be taken from this project and suggested recommendation from various stakeholders on this project or other similar project.

Need for Follow-Up

All stakeholders expressed concern about the continuity of PA Management for the Mount Kutulau and Mount Legumau Protected Areas. These concerns are based on implementing community-based natural resources management, which has yet to be fully implemented.

First, there is a need to establish the PA Management Committee for the Mount Kutulau and Mount Legumau Protected Areas. The MALFF should facilitate the process of creating these Committee. Specifically, for the Irabere demarcation installation that has not yet been done, the government has stated its commitment to doing the pillar installation as in Government Commitment Letter No. Ref 392/DGFCPI- MAP/X/2022 (see **Annex 11 MAF Commitment Letter on Mount Legumau Pillar Installation**). The pillars have been available in Aldeia Dimu and are waiting to be installed. CI Timor Leste is closely following up with the Government regarding pillar installation.

Secondly, the zonation of the protected areas is still in process, as well as the acknowledgment of important sites in the extent to which access should be granted. There are several cultural, heritage, religious, heritage, and traditional sites in the protected areas, and the community needs access to those sites without damaging the forest. Acknowledging these sites also needs multisector coordination in preserving and managing them as a part of the protected area system.

Water management is a must to be followed up. There is a considerable challenge of freshwater provision during the whole year. During the dry season, the conditions are harsh, while during the rainy season, the water is not collected into the soil. Water activity benefits the entire community in the village (or some community members in several villages). Women appreciate having fresh water sources that are close to their community. The water can be used for horticultural activities and other daily activities. The women mentioned that it is safer now since they do not have to walk long distances to collect water. In the future, bringing water sources closer to the dwelling area by piping can be considered. In addition,

some water harvesting structures built were also reported to be cracked or have leakages. A community leader in Suco Bahatata stated that the renovation needs several sacks of cement that the community cannot afford to buy. In contrast, other materials, such as sand and stones, can be found locally.

The 25 nurseries have become a success story in the TLSNAP Project. However, the community asked for more seeds and seedlings to be cultivated. The MAF municipal agency mentioned that the seeds are available for the community if needed, but the community must write a proposal to ask for them. On the other hand, the community, especially in the Irabere area, mentioned the unavailability of seeds needed for the sustainability of the nurseries, and the nurseries could not fulfill the community's demand to plant the trees. The lack of available seedlings may reduce the conservation spirit built successfully in the community. On the other hand, the lack of coordination of the Public Works, especially the road construction authority, with the local community has destroyed many trees planted, including conservation trees in the high-risk area, as one Chefe-Suco complained angrily about the loss of the trees.

FIGURE 13 THE ROAD CONSTRUCTION ACTIVITY THAT OFTEN THROWS THE MATERIALS OVER THE TREES

Materialization of Co-financing

The co-financing for the TLSNAP Project exceeded the agreed amount. In the proposal, the amount of co-financing was committed at USD 12,292,000, while the co-financing materialized from CEO Endorsement on 11 April 2018 until 30 June 2023 amounted to USD 17,376,802 (see **Table 19**). As the project moved along, other components and initiatives came along that could be linked to this project. The co-financing was in-kind from the government as an entry point while working with the government as a partner in the project. The amount covers technical staff salaries, per diems, goods and services, and other claims related to the project.

TABLE 19 MATERIALIZATION OF CO-FINANCING

Source of Co-Financing	Name of Co-Financier	Type of Co-Financing	Planned Co-Financing	Co-Financing Materialized (as of FTE 30 June 2023)
GEF Agency	Conservation Internation-Critical Ecosystem Partnership Fund	In-kind	250,000	250,000
Donor Agency	JICA	In-kind	3,942,000	1,451,514
Recipient Country Government	Ministry of Commerce, Industry and Environment	In-kind	4,000,000	7,190,542
Recipient Country Government	Ministry of Agriculture and Fisheries	In-kind	4,000,000	8,351,324
GEF Agency	Conservation International-Asia Pacific Field Division	In-kind	100,000	133,422
		Total	12,292,000	17,376,802

Source: Confirmed information from the PMU

However, the former Project Manager and the Finance Manager of the TLSNAP Project agreed that the co-financing was not really affecting the project's outcomes and the amount needed to represent the shared financing of the project. The previous project manager even stated that it was good that there was no direct correlation between the co-financing and the project's impacts during the no-cost extension when some events had happened in the project and effects were created.

The GEF provides a co-financing policy and guidelines to determine the type of co-financing during project submission. Since the co-financing section is not audited financially, GEF relies on the assumption that co-financiers report honorable and truthful information. However, it is essential that the amount materialized is within the project timeframe and is applied to a single project. The same co-financing cannot be designated to multiple GEF projects.

About the co-financing reports, the CI-TL Finance Manager – showed his amusement when showing the co-financial amount from the government partners, especially since the CI-TL had to pay for spending of government staff such as per diem, transportation and meals during workshops or other activities to make sure they can participate in the agenda. CI-TL has allocated some funds for such costs based on understanding the government budget's limitations.

In reflection on the co-financing matters, one government official involved in the TLSNAP project agreed that it should be reported in more detail. In addition, there is a need for more monitoring and evaluation in the project co-financing since transparency is essential to build

rapport and trust among parties for future funding opportunities. At the moment, the current implementation of the co-financing report is quite general, and it may include all financial data for all areas and not only for the specific TLSNAP target areas. In addition, there is a need for facilitation in the financial aspects of the specific project activities. The example given was the CBNRM project funded by JICA, in which JICA provided close facilitation for the government so they could make detailed identification of financial aspects and expenses for the specific project activities. In this case, all relevant directorates' collection budget line items must be identified as directly utilized for the relevant project.

Knowledge Management

The knowledge management strategy for the TLSNAP project is multifaceted. It focuses on producing informative knowledge products, enhancing access to the knowledge created, and mainstreaming the knowledge products and services created to garner ownership and ensure sustainable institutional and financial support following the completion of the planned activities.

The main objectives of the project's knowledge management strategy are to raise awareness and facilitate the uptake of the project results into policy and best practices with respect to community-driven natural resource management. Some key aspects of the knowledge management strategy and the list of knowledge products developed throughout the project implementation can be seen in **Table 20**.

TABLE 20 THE KEY ASPECTS OF THE KNOWLEDGE MANAGEMENT STRATEGY AND PRODUCTS

Strategy	Knowledge Products

Facilitating effective stakeholder engagement (incl. providing direct lines agencies, industry, NGOs, and other community groups).	• Materials for Technical Workshops for government officials
	• Materials for online training for the staff and government officials
	• Materials for training of the Field Staff (including Kobo Tools)
	• Materials for 52 community/stakeholder engagements (trainings, workshops, project meetings)
	  ○ 45 Community engagements
	  ○ 7 Stakeholder engagements

Delivering timely and targeted information to end-users in forms that are accessible, lead to on-the-ground responses, and are culturally appropriate.	• Training materials for conservation groups and cross-visit programs • Brochures and posters used during the workshop sessions in the sucos. • Signboards in Comoro and Irabere Protected Areas • Quarterly Newsletters (“Voices from the Field”)

Strategy	Knowledge Products
Monitoring and evaluating the success of knowledge management and communications activities such that their efficiency and effectiveness can be increased over time.	• Results of Steering Committee Meetings • Booklets of success stories • Online database system
Establishing arrangements relating to data custodianship and other legacy issues, ensuring that project outputs are widely accessible long after GEF funding ceases.	• Demarcation mapping that the Land and Property Commission has acknowledged. • Report on the Protected Area Legal Framework in Timor Leste. • METT Dashboard and database on tree survival • Biodiversity Database • Formalization of *tara bandu* as suco regulation in 4 sucos (Understanding *tara bandu* and embedding the values and cultural norms will be important to the project's sustainability) • Online platform database for PA management has been in the development process: Webpage: www.snap.maf.gov.tl and Database system: www.maps.maf.gov.tl
Increasing community ownership of the solutions to the challenges facing the communities.	• 10 Community-based Natural Resources Management Plan for each targeted suco • Five-years business plan, management plan, and financial sustainability plan for Mount Kutulau and Mount Legumau Protected Areas • Booklets of success stories • Materials for Financial Workshops based on case studies in the sucos (budget to activities workshop)

The government, especially the National Directorate of Conservation, Forestry and Eco-Tourism Development, has acknowledged the work led by Conservation International in Timor-Leste since 2009. Over the past 13 years, CI's continued efforts have focused on Protected Areas, biodiversity conservation, sustainable management of natural resources, and the well-being of local communities. Therefore, the government has been prompt in issuing endorsement letters, as mentioned in the Financial Additionality.

Regarding Knowledge Management, the community generally receives information from the socialization workshop and community invitations for various workshops. However, the community suggested having visuals that they can see as reminders. The materials – preferably posters with good visuals and not too many words – should not be kept in the suco office or other government offices but in a place where the community members can see. The same applies to the NRM plans, the five-year business plan, the management plan, and the sustainable finance plan, which, according to Government Personnel– should be made in a more simplified format that is easy to understand and short version format that the community members, as well as the forestry staffs, and the local authorities, can understand and use as their guide of actions and give impacts to community empowerment efforts.

Conclusions, Lessons Learned, and Recommendations

The Terminal Evaluation found that the TLSNAP Project has successfully established Timor-Leste's National Protected Area System and improved the management of forest ecosystems in two priority catchment corridors, i.e., Mount Kutulau and Mount Legumau protected area. The project has also addressed Timor Leste's pressing need to establish a protected area network, filling in the knowledge gaps on biodiversity, forest cover, hydrological aspects, and other environmental management needs that will improve livelihood strategies.

The project has impacted 1,636 direct and 5,053 indirect beneficiaries from 10 sucos benefitting integrated approaches of natural resources. The two Protected Areas that span over 22,855 hectares have surpassed other protected areas of the country in the natural resource management blueprint that fosters community engagements in alleviating environmental pressures. Even though the project has been delayed due to multiple factors and imperfect outcomes due to difficulties in interpreting the project's theory of change, the TLSNAP project has become a groundbreaking milestone in Timor Leste's conservation sector.

The TLSNAP Project has tried its best to ensure that the activities can be completed in time with realistic impacts. However, due to the time-consuming nature and complexity of project activities that involve multiple multi-stakeholder consultations and challenges faced after the COVID-19 pandemic, the setting up fully functioning Protected Areas should be considered since there is still a question on the resilience and sustainability of the Protected Areas. In addition, implementing NRM plans will require the project's oversight and guidance. The coming BIOPAMA project may support the Comoro catchment. In contrast, developing Irabere catchments are still at risk of deterioration if the intervention does not come soon.

The summary of essential lessons learned from the implementation of the project is in **Table 21.** This information was extracted from interviews with the stakeholders involved with project execution and the experiences of the beneficiary communities.

TABLE 21 LESSONS LEARNED AND RECOMMENDATIONS

Lessons Learned	Recommendations
Communications and Outreach	
Communication with the stakeholders: Communications with the stakeholders have been maintained since the beginning.	**GoTL and CI-TL** (if possible, under the new project): Prioritize inclusive, continuous, and on-time stakeholder engagements (steering committee meetings).
Community outreach: Community outreach must be emphasized as the pivotal role of	**GoTL** (PA Committee after established):

Lessons Learned	Recommendations
stakeholder engagement and adaptable strategies. The project has set boundary maps for Mount Kutulau and Mount Legumau with community involvement. The incentives or small money for meals must be provided since these practices have been cultured in society, and the community has yet to become accustomed to doing voluntary work without direct benefits. The small grants were good triggers for establishing community conservation groups and other activities.	Employ a diverse communication channel, including grievance mechanisms. **GoTL and CI-TL** (for future projects): Develop a dynamic communication strategy that can adapt to changing circumstances: Create more communication materials with vivid visualization, such as posters to educate the communities and to be put in the Suco offices. The social communication in disseminating the project should be inclusive. The project representatives must interact with people in each aldeia to ensure inclusion and equal information for all aldeias. Best practices in group collaboration and management should be conducted to reduce disputes between the group members or other groups in the suco. The community suggested assistance specifically on work distribution management, social communication, as well as project dissemination and information. It stressed the provision of incentives or little money for (after-work) meals to ensure community participation in working together. **Community** (especially Suco Council and Suco Chefe): The community should speak up more openly about their needs and challenges or problems encountered during the project.
Practical demonstration in showcasing project objectives and benefits	
Project Demonstration: Clear, tangible demonstrations of project activities, such as effectively managing protected areas and community-based natural resource initiatives, significantly contribute to project success. The project has set a PA system plan developed for Mount Kutulau and Mount Legumau, and the Land and Property Commission has recognized the existence of these PAs. The project has set boundary maps for Mount Kutulau and Mount Legumau with community involvement. The	**GoTL** (Central and Post Administrative government): The PA systems of Mount Kutulau and Legumau can be replicated in other PAs, especially the use of GIS mapping and community-based involvements. Following the commitment letter, the government should install the 644 demarcation pillars and signboards in the Irabere project area in 2024. Mapping and boundary of private properties and important sites (cultural, religious, historical sites) should be in line; otherwise, the activities will not create impacts. Zonation should also be detailed in the Mount Kutulau and Mount Legumau Maps, including the central zone, buffer zone, and community eco-tourism and socio-

Lessons Learned	Recommendations
Land and Property Commission has recognized the boundary maps. The demarcation pillars have also been installed to mark the protected areas in the Comoro project area.	agroforestry area, as well as the important sites in the area to protect the conservation area and ensure the community's access in the allowed area for their eco-tourism and agroforestry business to avoid conflict in the future. The determination of important sites (sacred traditional, cultural, heritage, historical, religious sites, etc.) should also involve other government bodies such as the Ministry of Education and Research, the Ministry of Defense, and the Land and Property Commission to give acknowledgment on the sites. **PA Committee (after establishment):** Implementing eco-tourism and other initiatives according to the business plan should be shown. In the future, research and development can be coordinated across ministries to enhance the industry-based economy in the forestry and agricultural sectors.
Gender mainstreaming: Gender mainstreaming (at least 30% of females involved in natural resource management and interventions) has been achieved. However, gender empowerment is highly accepted, especially in creating sustainable livelihoods and other capacities such as forest digital monitoring.	**CI-TL and the Communities** (for future projects): The number of women participating is essential, but the impacts and benefits on sustainable livelihood for women beneficiaries will also need to be measured in the project. There is a need to consider different working times for women and men beneficiaries. The women can participate in conservation projects, nurseries, or household gardens. Nevertheless, their working time may differ from the male group since they are culturally obliged to care for their house before doing other activities; they have duties to prepare for the traditional ceremonies or during the market days when women must go to the market. The household garden is usually under the responsibility of the women. Giving grants to cultivate the household garden and women empowerment in the home industry and increasing the economic advantages of processing the products of the household garden will provide more benefit to the community and more sustainability for the eco-tourism business.
Demonstration of Innovation/Science/R&D Knowledge	
Innovation and Knowledge Demonstration:	**GoTL**:

Lessons Learned	Recommendations
The significant means that incorporating innovation, science, and research and development (R&D) knowledge has enhanced project effectiveness. The tools given to the community conservation groups can also be used in household gardens. The information given, including the new technology in farming (e.g., paranet, composting, etc.) for the community conservation groups, reduces the community's knowledge gaps in agriculture practices.	There should be some support to implement new technology in farming, such as using paranet shades, farming soil benches, and so on, as well as strengthening the water harvesting structures, especially for cement. The research and development of agroforestry may benefit the country's development outside the oil and gas sector. The use of science and continuous research in the protected areas may benefit the country from carbon-saving measures and reduce the impacts of climate change. The community-empowered digital monitoring of the Protected Area and the Protected Areas database should be maintained to monitor their conditions from time to time.
Practices Demonstration: The conservation practices for water catchments with the permaculture method have been proven successful by water availability in the Suco. Water infrastructures are needed to water the nursery, seedlings, saplings, and newly planted trees.	**GoTL and the Communities:** The permaculture method and making water harvesting structures can be spread to the other sucos and PAs. The water catchments should be monitored to ensure continuous benefit of the infrastructures. The maintenance of the water catchments to prevent leakages should also become priorities. The water conservation activities should include cement aid to ensure the community can care for the water infrastructures.
The importance of Data: A biodiversity database has been started along with this project, including the list of Protected Species, the Prohibited Invasive Alien Species, and a database of plants with medicinal values.	**GoTL:** Prioritize ongoing investment in research and development and maintain the current PA system database. Fostering collaboration with scientific institutions and embracing innovative technologies to optimize project processes. Besides eco-tourism, the pharmaceutical industry can also be targeted for the next economic target.
Collaboration and Learning	
Establishment of Learning Culture: Fostering a culture of continuous learning, knowledge-sharing, and	**GoTL:** Maintain active engagement among project partners and establish platforms for ongoing learning and

Lessons Learned	Recommendations
adaptive collaboration is integral to project resilience. 10 Suco NRM plans have been made covering a cumulative land area of approximately 16,171 ha developed in a participatory and socially inclusive manner.	knowledge exchange, especially for youth and conservation groups. The government should also give socialization on NRM to other sucos in the protected areas outside the target intervention area to make real improvements in the catchment corridors and reduce activities detrimental to the environment in the entire protected area. Suco agroforestry co-operatives or Suco enterprises can be used to manage buying seeds and equipment and selling and distributing Suco's products.
Collaboration and Cooperation: Working Collaboration and Cooperation can be integrated into the project resilience. The collaboration in the communities has been nurtured during the projects. The suco councils have solved any mishaps and disputes in the communities	**The Communities and CI-TL:** The rules on working conditions, working distribution, and yield distribution must be determined for the community conservation group to avoid conflict among the community members. Suppose such rules have yet to exist in the communities. In that case, the project should help the community develop the working collaboration rules to sustain the activities and simultaneously ensure equality and inclusivity besides giving economic benefit to the community.
Local Context/Project Site Challenges	
Understanding the local context, including socio-economic dynamics and environmental challenges, is indispensable for successful project implementation. The NRM plans have been adopted into suco regulations and recognized under Tara Bandu. The Suco has determined its conservation activities based on the community's needs and the identification of land conditions, including high-risk areas that need immediate conservation intervention.	**GoTL and CI-TL for future projects:** Invest in comprehensive site assessments by actively engaging with local communities. The local context can create unique sites valuable for eco-tourism development. The *Tara Bandu* should also be in writing and be adapted by such regulations, including the other success within the protected areas outside the intervention sucos to establish complete protection of the PAs. There is a need for regulation and socialization within the ten sucos and beyond to increase community awareness on illegal grazing, slash and burn shifting cultivation, and illegal hunting. Community-based conservation activities should also be recognized and coordinated with other authorities, for example, the Public Works Authority, which often destroys the new conservation area due to road construction activities.

Lessons Learned	Recommendations
	A sustainable supply of seeds is needed to guarantee the existence of the nurseries.
Training for youth in some aspects of NRM has increased the capacity of the community. The training and certificate given have opened employment opportunities to the participant for seasonal workers overseas.	**GoTL and CI-TL for future projects:** The training should target the youth who will develop their areas and not find employment elsewhere. Youth that have been trained should incorporate their knowledge into project planning for the benefit of their Sucos. In addition, some funds should be allocated to the youth for business capital or employment. In addition, entrepreneurship skills training is recommended. Trainings suitable for the conservation and agroforestry needs should be given under contract of specific commitment and timeframe so the training participant can implement the knowledge on the community-based natural resource management plan. The training on the NRM should also be in line with the opening of the Forest Guard position, so the training will be beneficial to increasing the staff caring for the protected areas.
M&E Lessons	
Regular and thorough monitoring provides essential feedback, enabling timely adjustments to project strategies and activities. The METT Assessment completed in Mount Kutulau Protected Area can become the foundation of the digital assessment of the protected areas. The METT online platform, biodiversity dashboard, biodiversity database, and plant survival database can become the foundation of further assessment in the protected area. Digital monitoring can also help the community maintain biodiversity. The school students in the intervention area were asked to participate in the planting activities—however, some students needed to plant the trees properly so the plants could survive.	**CI-TL for future projects:** Prioritize the integration of M&E mechanisms into every project phase, Ensuring data collection aligns with project objectives and indicators. Regular feedback loops and adaptive management should be evaluated based on M&E findings. **GoTL:** The METT Assessment in Mount Kutulau should be continued even though it has been completed, and on the other hand, the METT Assessment in Mount Legumau should be started. The METT online platform can also be used in the other PAs. The METT platform can be expanded to include carbon stocktaking and carbon trading following the government's plan.

Lessons Learned	Recommendations
	The TL government should continue the digital monitoring to provide constant help for the community in maintaining biodiversity. Cross-sectoral coordination should be done to avoid newly rehabilitated forests being destroyed due to road construction, mining, or other activities that conflict with forest rehabilitation activities. Small funding should be available to the community; therefore, forest rehabilitation activities can be done more seriously (planting the trees properly, providing fences, etc.).
Political/Institutional Challenges	
A critical lesson regarding political and institutional challenges, emphasizing the need for proactive engagement with governmental and institutional structures. The lesson learned is that navigating political and institutional landscapes requires careful consideration and collaboration, ensuring sustained support and commitment. There needs to be more market available, especially in the Irabere area, for all the farming products produced by the community.	**CI-TL:** Establish strong partnerships with relevant government agencies, Foster ongoing communication and collaboration. Anticipating and addressing institutional challenges, such as capacity gaps, can contribute to smoother project implementation. **GoTL and CI-TL:** Market linkages should also be provided to give alternative income.
Project Design, Appraisal, and Planning	
A formal capacity assessment of executing agencies is crucial, and project design should be grounded in a realistic understanding of the resources and capabilities required.	**CI-TL for future project implementation:** Conduct a thorough capacity assessment during the project design phase. Ensuring that executing agencies have the necessary skills and resources. Flexibility in project design to accommodate unforeseen challenges and continuous stakeholder involvement.
A critical lesson regarding project appraisal and planning, emphasizing the need for extensive stakeholder consultations and a holistic	**CI-TL:** Prioritize comprehensive stakeholder engagement during project appraisal,

Lessons Learned	Recommendations
understanding of relevant global initiatives. The lesson learned is that a thorough and inclusive planning phase involving key stakeholders and drawing from past successful initiatives lays the foundation for project success.	Ensuring that government representatives, local communities, NGOs, and private sector partners are actively involved. Integrating lessons from relevant global initiatives can provide valuable insights.
Project Management	
Financial Aspect: Small grants procedures are an innovation and lesson of this project. **Human Resources Issues:** The high turnover rate initially slowed the project's progress. Strengthening the team and fostering good teamwork can lead to successful project outcomes and even surpass expectations. When team members work together seamlessly and support each other, they can achieve more than they can alone.	**CI-TL:** Financial - With project outputs/outcomes of this size, the project cost should be higher, and the project time should be longer. There is a need to train government officials for financial reports, especially funding, to impact relationships. Maintaining a solid team with good teamwork for achieving the desired results in any project. It is important to foster a positive team environment, encourage open communication, and recognize individual and group achievements to maintain team morale and motivation. **CI-TL and CI-GEF:** Small grants should be maintained to encourage target communities to participate in the project. There is a suggestion that the co-financing should be reported in a more detailed format, and there is a need for more monitoring and evaluation in the project co-financing since transparency is essential to build rapport and trust among parties for future funding opportunities.
Capacity Assessment: An in-depth capacity assessment of executing entities is crucial to ensure they possess the necessary resources and skills for successful project delivery.	**CI-TL and CI-GEF:** Integrate a thorough financial and human resources assessment into the project design phase, Allow for a more realistic budget allocation and staff allocation. Establishing clear roles and responsibilities, periodic reviews of financial performance, and ongoing capacity-building initiatives can contribute to effective project management.

Lessons Learned	Recommendations
Risk Management	
Risk management assessment: A comprehensive risk management strategy, developed during the project design phase, is essential for identifying, assessing, and mitigating potential risks. The risk management of the TLSNAP project highlighted the uncertainties inherent in these complex projects from the beginning. Risk management has successfully addressed the situations encountered and systematically ensured successful outcomes.	**GoTL and PA Committees** Regularly reassess risks and conduct life cycle analysis of projects that will be implemented in the PAs. Adapting strategies as needed. **CI-TL and CI-GEF:** Establishing contingency plans and fostering a culture of adaptability and resilience.
Land rehabilitation and/or Reforestation: The community has some awareness of land rehabilitation and/or Reforestation. During the project, 583 hectares of degraded land were rehabilitated and/or reforested through planting. The community can monitor and evaluate their protected areas; for example, 163,119 plants survived after the plantation.	**GoTL and the Community** Distribution time for seedlings and saplings must follow the rainy season to increase the chance of survival of the newly planted trees, especially for the conservation trees. Fences are recommended in animal-roaming areas to protect young trees.
Scaling up	
Scaling up: A significant lesson on scaling up, emphasizing the importance of a strategic and phased approach to the expansion of the TLSNAP project, was in the scaling up of the reforestation area. It highlights that successful scaling up requires careful consideration of the local context, institutional capacities, and stakeholder engagement. The lesson learned is that more than a one-size-fits-all approach is needed; instead, scaling up should be tailored	**GoTL, CI-TL, CI-GEF, and the Communities for future projects:** Conduct thorough assessments of potential new sites. Involve local stakeholders to understand their unique challenges and opportunities. Establishing partnerships with local organizations and building the capacity of executing agencies are crucial for successful scaling up. Besides fresh products, the community wants to receive training to produce more long-lasting products such as crisps, chips, and other preserved products. In addition, the art and craft products using local materials also benefit the development of the tourism industry.

Lessons Learned	Recommendations
to the specific needs and conditions of each new area or community. The nurseries have provided seedlings of high conservation value trees and planted the HCV trees in over 830.21 ha (457.35 hectares in Comoro and 372.62 hectares in Irabere project areas). In the ten intervention Sucos, the community-driven sustainable management plan has been run, and there is a demand from other sucos.	The community still demands the planting of trees with high conservation values. The seeds and/or seedlings should be available for the nurseries. Otherwise, it will reduce the community's willingness to participate in sustainable forest management. Attention should be given to the high conservation trees since some also need unique treatments, including eradicating pests for Albizia (samtuku) trees that impact the community's coffee plantations and the intervention for agarwood trees. Sustainable seeds, seedlings or saplings, and markets for the nurseries should be guaranteed to maintain the sustainability of the community-driven activities. Alternative livelihood must be put under attention. The community-driven sustainable management plan needs the market for coffee, cocoa, vanilla, fruits, and vegetables and setting the price at the farmer's level.
Sustainability	
Sustainability, Planning, and Community Engagement: A critical lesson on the importance of sustainability, emphasizing the need for long-term planning and community ownership. This project has fostered community engagement, built local capacity, and integrated project goals with broader environmental and development objectives to contribute to sustained outcomes. Five years, PA's Management Plan, Business Plan, and Financial Sustainability Plan have been developed for the Mount Kutulau and Mount Legumau Protected Areas. The five-year Financial Sustainable Plan and Business Plan includes the finance mechanism review and assessment, brief socio-economic landscape assessment, financial planning guidelines for PA in Timor Leste, and the Cost Model Guidebook. Increasing household gardens and nursery yields allows the communities	**GoTL, CI-TL, and the Community:** Continue to incorporate strategies that empower local communities by promoting self-sufficiency and aligning with existing socio-economic structures. Fostering partnerships with local institutions and securing commitments for continued support after the project's conclusion is essential for lasting sustainability (e.g., Cooperative Café Timor (CCT)) After necessary assessments, the government can replicate the Management Plan, Business Plan, and Financial Business Plan to the other 44 PAs. The PA Committee (comprising the local government, national government, youth, women, cultural leader, local community leader, and conservation group) should be created to operate the Management Plan, Business Plan, and Financial Sustainability Plan at Mount Kutulau and Mount Legumau Protected Areas. The implementation of the five-year plan should be monitored and evaluated by the Committee. The sustainability of the Protected Areas should be fully functioning by creating an ecosystem for agroforestry and eco-tourism, and it must be monitored and fully supported by the government. There are many recommendations from the stakeholders and the community that CI-TL should

Lessons Learned	Recommendations
to have alternative livelihoods and avoid shifting cultivation. The yields from the household gardens and farms can also be used in the national school feeding programs.	supervise the implementation of the management plan until the Protected Areas can fully function. The establishment of CI-TL's other project may fulfill this wish. The cross-visit training and availability of seeds and seedlings must be noticed to avoid conflicts in the community and fighting over seeds and seedlings. The micro-macro link for sustainable livelihood, market, and supply chain development should also be created to ensure sustainable livelihood. Alternative livelihood should be attempted, including building an eco-tourism industry in the country. Support for alternative community livelihood should be given so they will not violate the established and effective conservation rules.

ANNEXES

Annex 1 Term of Reference

Terminal Review

The Global Environment Facility (GEF) requires Terminal Evaluations (TEs) for medium-sized and full-sized projects. TEs are conducted by independent consultants and are used as an adaptive management tool by GEF Agencies and as a portfolio monitoring tool by the GEF Secretariat. TEs primarily assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of future programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

I. Scope of Work

1. Kick-off meeting to introduce the team, and provide project related documents for evaluations, based on the submitted proposal.
2. The evaluator will conduct a desk review of project documents (i.e. PIF, Project Document, plans related to the Environmental and Social Safeguards [including Gender and Stakeholder Engagement], Work plans, Budgets, Project Inception Report, Quarterly Reports, PIRs, documents with project results, the baseline Tracking Tool submitted to the GEF at the Chief Executive Officer (CEO) endorsement stage and the terminal GEF Focal Area Tracking Tools, policies and guidelines used by the Executing Agency, CI-GEF Evaluation Policy, GEF Evaluation Policy, Project Operational Guidelines, Manuals and Systems, etc.), and develop draft Key informant Questionnaire and draft terminal evaluation inception report to be reviewed by CI-GEF team. The report will contain the initial information on the following:
    a. The initial subject of the review, and relevant context
    b. Purpose of the evaluation: why is the evaluation being conducted at this time, who needs the information and why?
    c. Objectives of the evaluation: What the evaluation aims to achieve (e.g., assessment of the project results, etc.)
    d. Scope: What aspects of the project will be covered, and not covered, by the evaluation
    e. Identification and description of the evaluation criteria (including relevance, effectiveness, results, efficiency, and sustainability)
    f. Key evaluation questions

g. Methodology including approach for data collection and analysis, and stakeholder engagement.

h. The rationale for selection of the methods and selection of data sources (i.e., sites to be visited, stakeholders to be interviewed)

i. Proposal on the system for data management and maintenance of records

j. Intended products and reporting procedures.

k. Potential limitations of the evaluation

3. The evaluator will host a workshop (in person/virtual) with the Executing Agencies to clarify their understanding of the objectives and methods of the Terminal Evaluation.

   The conclusion of the workshop will be summarized in a Terminal Evaluation Workshop Report with the following information:

   a. Final subject of the review and relevant context

   b. Purpose of the evaluation: why is the evaluation being conducted at this time, who needs the information and why?

   c. Objectives of the evaluation: What the evaluation aims to achieve (e.g., assessment of the results of the project, etc.)

   d. Scope: What aspects of the project will be covered, and not covered, by the evaluation

   e. Identification and description of the evaluation criteria (including relevance, effectiveness, results, efficiency, and sustainability)

   f. Key evaluation questions

   g. Methodology including approach for data collection and analysis, and stakeholder engagement.

   h. Rationale for selection of the methods, and selection of data sources (i.e., sites to be visited, stakeholders to be interviewed)

   i. Final system for data management and maintenance of records

   j. Intended products and reporting procedures.

   k. Potential limitations of the evaluation

4. The evaluator will undertake the evaluation of the project, including any interviews and in- country site visits, based on the Guidelines for the Evaluator/s section II. The evaluator will Present initial findings to the

Executing Agency, CI's General Counsel's Office (GCO) and CI-GEF Agency at the end of TE mission.

5. Based on the document review and the in-country interviews/site visits, the evaluator will prepare a draft evaluation report following the outline in Annex 1. The report will be shared with the Executing Agencies and the CI-GEF Agency. Each party can provide a management response, documenting questions, or comments on the draft evaluation report.

6. The evaluator will incorporate comments and will prepare the final evaluation report. The evaluator will submit a final evaluation report in word and PDF and will include a separate document highlighting where/how comments were incorporated.

II. Guidelines for the Evaluator(s):

- Evaluators will be independent from project design, approval, implementation, and execution. Evaluators will familiarize themselves with the GEF programs and strategies, and with relevant GEF policies such as those on project cycle, M&E, co-financing, fiduciary standards, gender, and environmental and social safeguards.
- Evaluators will take perspectives of all relevant stakeholders (including the **GEF** Operational Focal Point[s]) into account. They will gather information on project performance and results from multiple sources including the project **M&E** system, tracking tools, field visits, stakeholder interviews, project documents, and other independent sources, to facilitate triangulation. They will seek the necessary contextual information to assess the significance and relevance of observed performance and results.
- Evaluators will be impartial and will present a balanced account consistent with evidence.
- Evaluators will apply the rating scales provided in these guidelines in Annex 2.
- Evaluators will abide by the **GEF** Evaluation Office Ethical Guidelines.

Annex 2 Composition and Expertise of the Evaluators

There will be three persons assigned for this consultancy work - Wahyu Mulyana, Prisca Delima and Ruby Leepel – with expertise in conducting assessment/evaluation and providing strategic recommendations for their clients, as well as a strong background environment. Additional team members will be added as necessary to ensure that the consultation work will be done in the agreed time frame.

1. Dr. Wahyu Mulyana
   Wahyu is an independent consultant with more than 25 years' experience in research, consultancy, and advocacy in spatial planning, environmental management and climate change adaptation and mitigation. He received a doctoral degree in environmental science from Universitas Indonesia; Master of Arts degree in urban management from Erasmus University and IHS Rotterdam; and Bachelor of Science degree in urban and regional planning from Bandung Institute of Technology. He has experience and knowledge in climate change and nature-based solutions projects which include conducting pre-feasibility study, project design, proposal development and project monitoring and evaluation. in the last five years, he has involved in conducting feasibility studies on climate change and nature-based solutions project such as: assessment of the utilization of high conservation value (HCV) and high carbon stocks (HCS) of palm-oil plantation concession (HGU) for ecosystem restoration (CLUA, 2022); pre-FS on community-led climate change adaptation (Save The Children, 2022); pre-FS on nature-based solutions investment in West Papua (Shell-NbS, 2021) and strategic policy feeding on climate and land use issues (the nexus of food, water and energy) to the Indonesian Ministry of Environment and Forestry (2015-2018).

   Wahyu is responsible for coordinating and in-charge in implementing the TE process. He supervised the data collection process, especially in ensuring the quality of collected data, data processing and analysis, as well as reporting.

2. Dr. Prisca Delima
   Prisca is an independent consultant with 20 years' experience in social research, consultancy, and advocacy in social and humanitarian issues. She has a Doctoral Degree in Environmental Science from Universitas Indonesia, Master of Arts in Creative Media Enterprise from Jakarta Institute of the Arts and Master of Science in Defense Studies majoring in Peace and Conflict Resolution Studies. She works in many aspects of Sustainable Development, mainly in the social capacity building, public health, and maritime issues. She is involved in many environmental projects with Indonesia Environmental Scientist Association in which she leads the communication and cooperation section and with WASH Network Indonesia. In the area of conservation, biodiversity and ecosystem services and Natural Resources Management, she has several assignments under the Indonesian Coordination Ministry of Maritime and Investment.

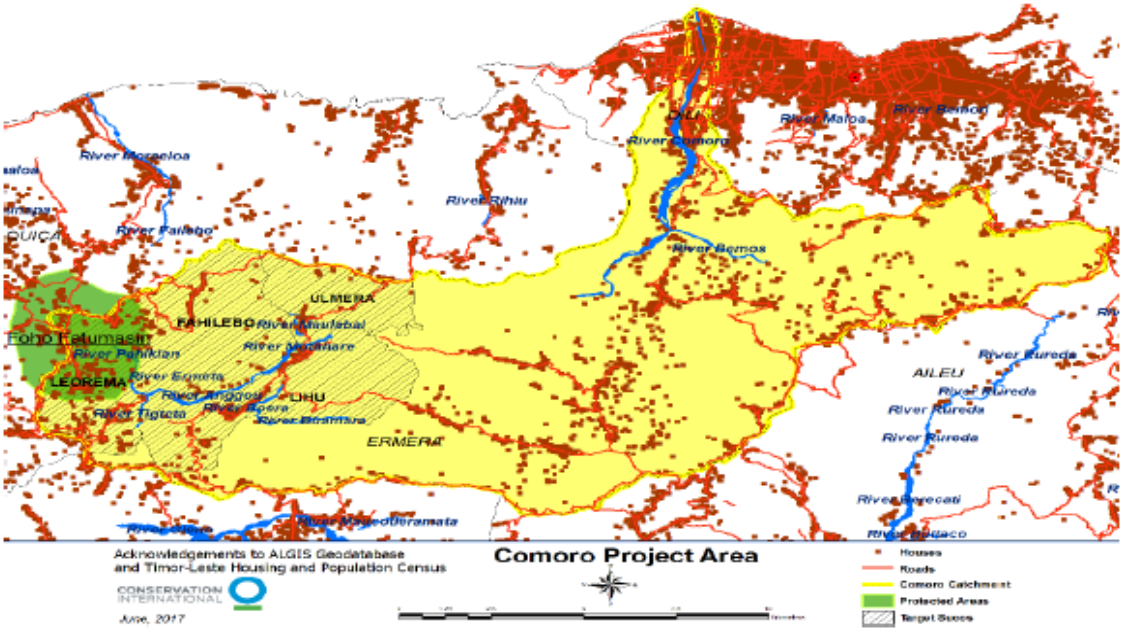
She was responsible in tools development, ensuring the quality of collected data, data processing and analyzing, as well as report writing.

3. Ms. Ruby Leepel
   Ruby holds a master's degree in environmental science and bachelor's degree of architecture from University of Indonesia. She has experience and knowledge in humanitarian programming work, which include conducting need assessment, program design, proposal writing, reporting and program monitoring, program evaluation and review, as well as development of learnings on several emergency response and community development programs. In the last four years, she has mainly involved in various baseline and evaluation study of emergency response programs (and disaster risk reduction) in Aceh, Pandeglang/Lampung Selatan, Jakarta, Tangerang, Bogor, as well as other development programs related to maternal child health and youth reproductive health (in Timor Leste), education, and youth employment sectors. Related to environment or ecosystem issues, she had several assignments on calculation of pollution load for the Ministry of Environment and Forestry and trainer on environmental-friendly agriculture training for cocoa farmers in South Sulawesi.

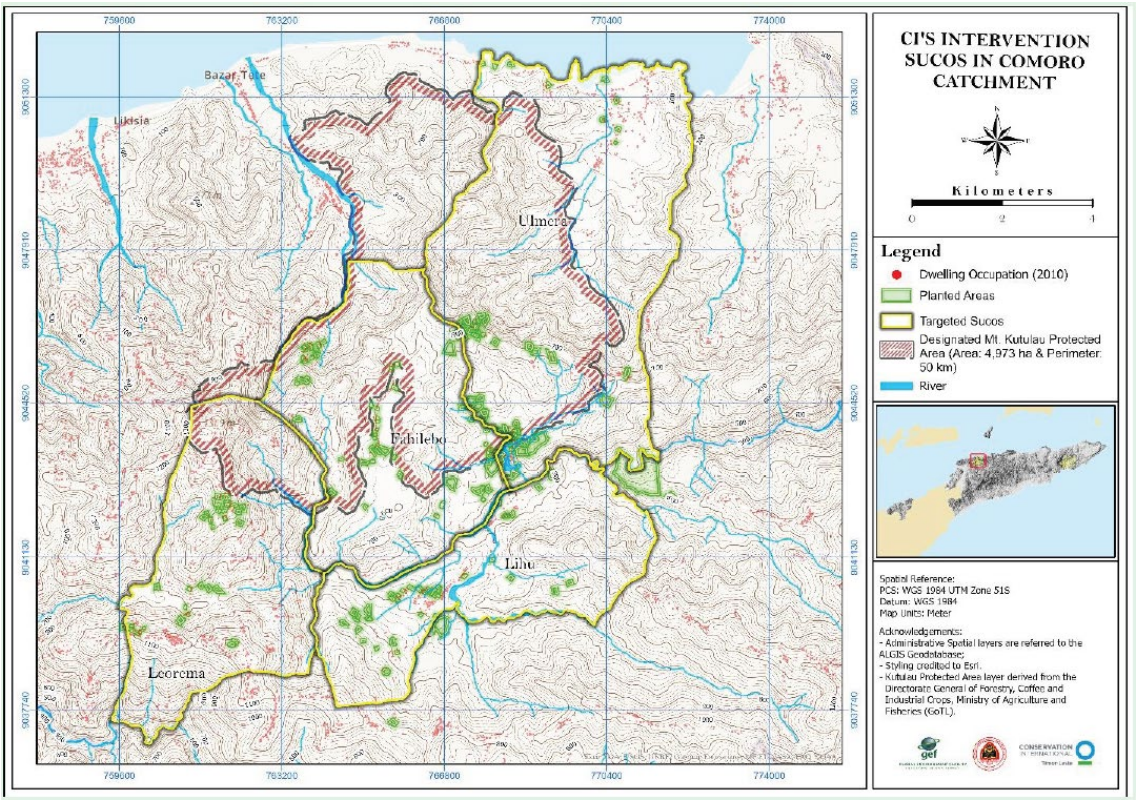
   She has been responsible for organizing field data collection and quality assurance of the data collection process. She will also assist in tools development and support the report writing process.

Annex 3 Comoro Project Area - Mount Kutulau Protected Area

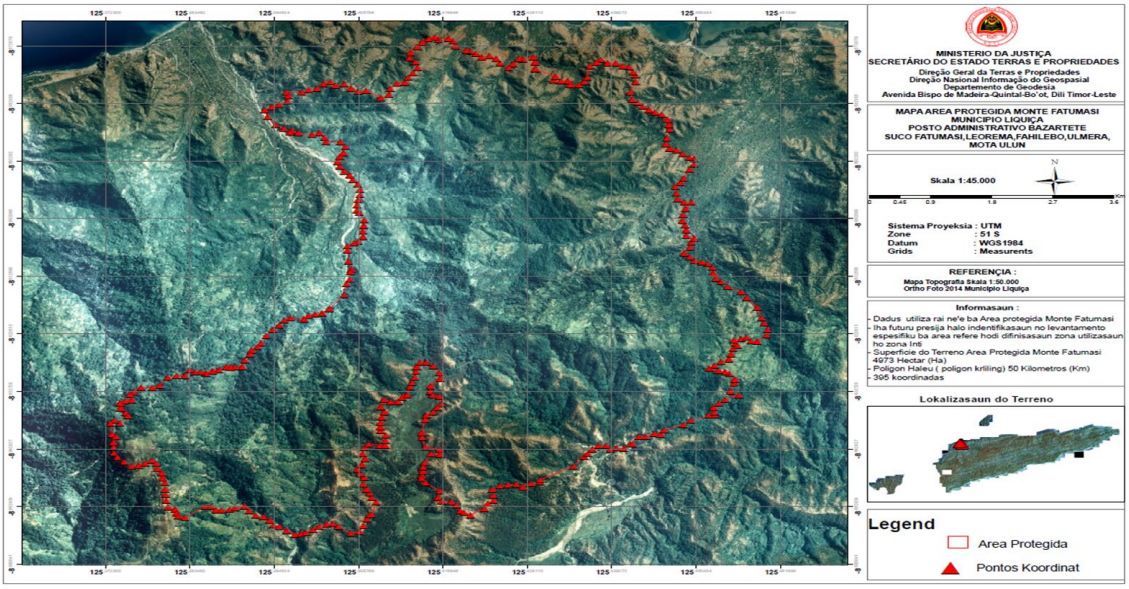
COMORO PROJECT AREA:



Intervention Areas in Comoro Catchment

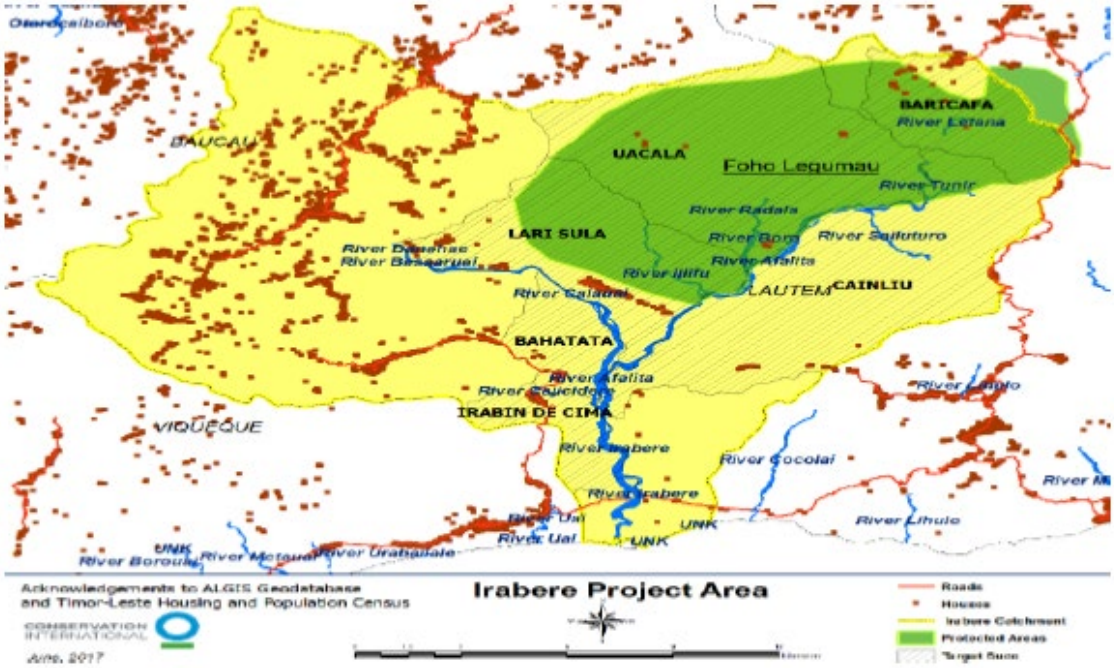


Mount Kutulau (formerly Fatumasin) Protected Area

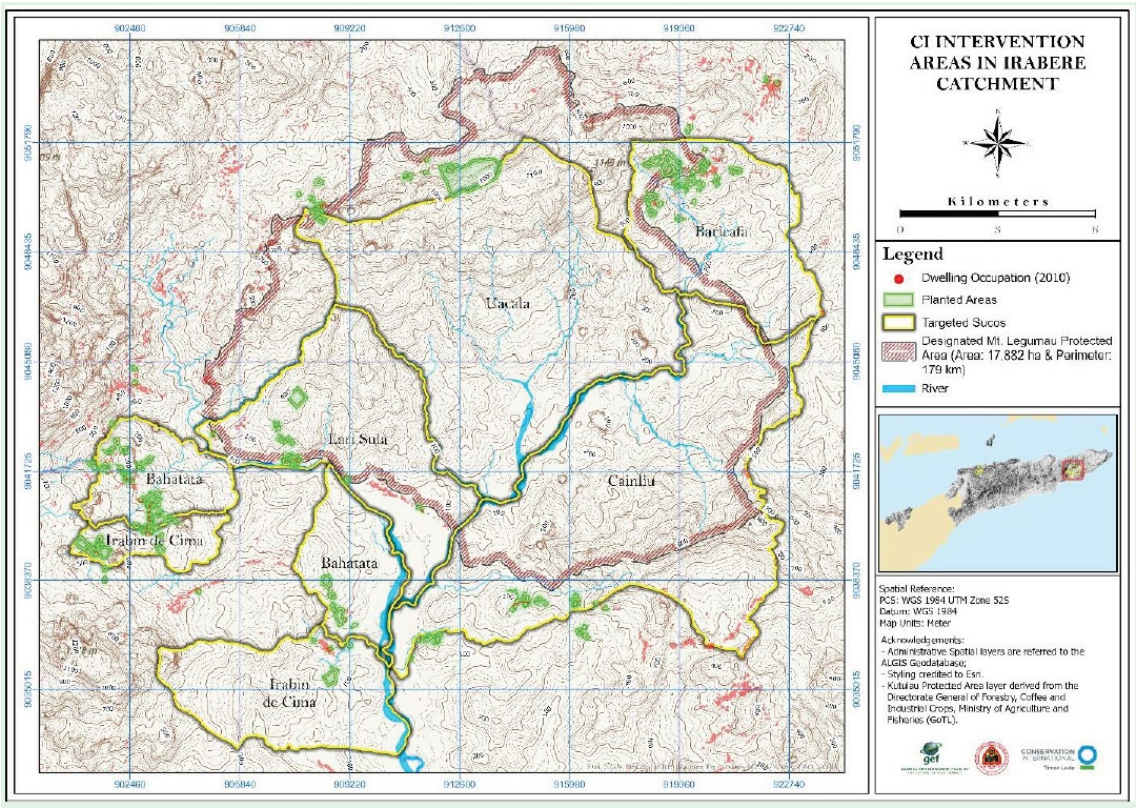


Annex 4 Irabere Project Area - Mount Legumau Protected Area

IRABERE PROJECT AREA:



Intervention Areas in Irabere Catchment



Mount Legumau Protected Area

Annex 5 List of Documents Reviewed

The following documents have been reviewed:

1. Terms of Reference for the TE
2. CI-GEF Project Document
3. TLSNAP Project Information Form
4. Annual Budget FY 2019
5. Annual Budget FY 2020
6. Annual Budget FY 2021
7. Annual Budget FY 2022
8. Annual Budget FY 2023
9. First Project Steering Committee Meeting Minutes
10. Second Project Steering Committee Meeting Minutes
11. Third Project Steering Committee Meeting Minutes
12. Annual Project Implementation Report FY 2019
13. Annual Project Implementation Report FY 2020
14. Annual Project Implementation Report FY 2021
15. Annual Project Implementation Report FY 2022
16. Annual Project Implementation Report FY 2023
17. Q1 FY2019 Financial Quarterly Report
18. Q2 FY2019 Financial Quarterly Report
19. Q3 FY2019 Financial Quarterly Report
20. Q4 FY2019 Financial Quarterly Report
21. Q1 FY2020 Financial Quarterly Report
22. Q2 FY2020 Financial Quarterly Report
23. Q3 FY2020 Financial Quarterly Report
24. Q4 FY2020 Financial Quarterly Report
25. Q1 FY2021 Financial Quarterly Report
26. Q2 FY2021 Financial Quarterly Report
27. Q3 FY2021 Financial Quarterly Report

28. Q4 FY2021 Financial Quarterly Report
29. Q1 FY2022 Financial Quarterly Report
30. Q2 FY2022 Financial Quarterly Report
31. Q3 FY2022 Financial Quarterly Report
32. Q4 FY2022 Financial Quarterly Report
33. Q1 FY2023 Financial Quarterly Report
34. Q2 FY2023 Financial Quarterly Report
35. Q3 FY2023 Financial Quarterly Report
36. Annual Work Plan FY 2019
37. Annual Work Plan FY 2020
38. Annual Work Plan FY 2021
39. Annual Work Plan FY 2022
40. Annual Work Plan FY 2023
41. Baseline Assessment Report
42. Q1 FY2019 Technical Quarterly Report
43. Q2 FY2019 Technical Quarterly Report
44. Q3 FY2019 Technical Quarterly Report
45. Q4 FY2019 Technical Quarterly Report
46. Q1 FY2020 Technical Quarterly Report
47. Q2 FY2020 Technical Quarterly Report
48. Q3 FY2020 Technical Quarterly Report
49. Q4 FY2020 Technical Quarterly Report
50. Q1 FY2021 Technical Quarterly Report
51. Q2 FY2021 Technical Quarterly Report
52. Q3 FY2021 Technical Quarterly Report
53. Q4 FY2021 Technical Quarterly Report
54. Q1 FY2022 Technical Quarterly Report
55. Q2 FY2022 Technical Quarterly Report
56. Q3 FY2022 Technical Quarterly Report
57. Q4 FY2022 Technical Quarterly Report

58. Q1 FY2023 Technical Quarterly Report
59. Q2 FY2023 Technical Quarterly Report
60. Q3 FY2023 Technical Quarterly Report

Annex 6 General KIIs and FGDs Format

KEY INFORMANT INTERVIEW (KII) GUIDELINE

THE TLSNAP PROJECT TERMINAL EVALUATION

PROJECT MANAGEMENT UNIT (PMU) AND CI-GEF	
Name of the Respondent	
Designation	
Contact Details (HP/Email)	
Date of KII	
Starting Time of KII	
Finishing Time of KII	
Interviewer	
Translator	

PROJECT DATA SHEET

1. When is the actual start date and project end date?
2. If there is no-cost extension, how long and why does it happen? What components are needed for extension?
3. Who are the Executing Agencies?
4. Are there any changes in the structure of Executing Agencies? If yes, why?
5. How much is a total GEF Grant? And How much planned Co-financing?
6. How much is the total GEF grant disbursed? And how much planned co-financing materialized?

PROJECT THEORY OF CHANGE

1. Is there consistency between Theory of Change stated in Project Document, Mid-Term Evaluation (MTE) Report and Project Implementation Report? And why if there are any inconsistencies on ToR?
2. How do causal links among the outputs, outcomes, and long-term impacts work?
3. How do the assumptions affect causal links among the outputs, outcomes, and long-term impacts?

4. Are there any changes or adjustments made to ensure that causal links among the outputs, outcomes, and long term-impact work?

PROJECT DESIGN

1. Were there any changes in project design and/or expected results after the start of implementation?
2. Was a baseline (initial condition) established? Can the results be determined?
3. Were the project results contributed to achieving the GEF corporate results targets/core indicators? (Incorporate data from the focal area tracking tool and/or core indicator worksheet)?

PROJECT RESULTS

1. Were the expected outputs delivered?
2. What factors affected the delivery of outputs?
3. Were the expected outcomes achieved?
4. Was its achievement dependent on the delivery of project outputs?
5. What factors affect outcome achievement, e.g., project design, project linkages with other activities, extent and materialization of co-financing, stakeholder involvement, etc.?

RELEVANCE

1. Were the project outcomes aligned with GEF focal areas/operational program strategies?
2. Were the project outcomes aligned with national policies, plans, strategies, and priorities, e.g., National Strategic Development Plan, National Environment Strategy and Action Plan?
3. Were the project outcomes aligned with mandates of the Agencies on agriculture, forestry, and environment?
4. Was the project design appropriate for delivering the expected outcomes?

EFFECTIVENESS

1. Was the project's actual outcome commensurate with the expected outcomes?
2. Were there any unintended results?

EFFICIENCY

1. Was the project cost-effective?
2. How does the project cost/time versus output/outcomes equation compared to similar projects?

SUSTAINABILITY

1. What are the key risks and ongoing costs associated which may affect the continuation of benefits from the project? Key risks include financial, socio-political, institutional, and environmental risks.
2. How may these risks affect continuation of benefits after the GEF project ends?
3. How can the project or intervention contribute to improving the enabling environment for development in multiple ways? Contributions could include capacities strengthened, improved ownership or political will, etc.

PROGRESS TO IMPACT

1. To what extent the project reduces environmental stress (e.g.: GHG emission reduction, reduction of waste discharge, etc.) and environmental status change (e.g.: change in population of endangered species, forest tock, water retention in degraded lands, etc.) (Note the information source and clarify the scale/s at which the described environmental stress reduction is being achieved)
2. Were the projects contributed to observed changes in capacities (awareness, knowledge, skills, infrastructure, monitoring system, etc.)?
3. Were the projects contributed to governance architecture, including access to and use of information-sharing systems, etc.)?
4. Were the projects contributed to change in socioeconomic status (income, health, well-being, etc.)?
5. Were the environmental social changes achieved at scales beyond the area of intervention?
6. Are there arrangements in the project design to facilitate follow-up actions?
7. Were the GEF promoted approaches, technologies, financing instruments, legal frameworks, information system, etc. adopted/implemented without direct support from, or involvement of, the project?

8. What are the contributions of other actors and factors to the observed change?
9. What are merits of rival explanations for the observed impact and reasons for accepting or rejecting?
10. What are the unintended impacts – both positive and negative impacts of the project?
11. What are the overall scope and implications of these impacts?

MONITORING AND EVALUATION

M&E Design

1. Was the M&E plan at the point of CEO Endorsement practical and sufficient?
2. Did M&E Plan include baseline data?
3. Did M&E Design specify clear targets and appropriate (SMART) indicators to track environmental, gender, and socio-economic results?
4. Did M&E Design specify a proper methodological approach?
5. Did M&E Design specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection?
6. Did M&E Design have adequate funds for M&E activities?

M&E Implementation

1. Whether the M&E system operated as per the M&E plan?
2. Where necessary, whether the M&E plan was revised in a timely manner?
3. Was the information on specified indicators and relevant GEF focal area tracking tools gathered in a systematic manner?
4. Have appropriate methodological approaches been used to analyze data?
5. Were resources for M&E sufficient?
6. How was the information from the M&E system used during the project implementation?

PROJECT IMPLEMENTATION AND EXECUTION

1. How are the roles and responsibilities discharged by the GEF Agencies that have direct access to GEF resources?
2. What is your role and responsibilities as executing agency that directly access GEF resources to ensure project implementation?

3. What kind of supports that provided to CI-GEF agency as implementing agency to project implementation?
4. What were the risks identified for the project and how was it managed by the GEF Agency?
5. How well is the EAs able to deliver its role and responsibilities during the project execution?
6. What are the challenges/constraints faced by the EAs during project execution?
7. Is there any support received to overcome those challenges?

ENVIRONMENTAL AND SOCIAL MANAGEMENT

1. Were the project risks screened and categorized along with the implementation of the safeguard plans that were approved by the GEF Agency?
2. Were the management measures, as outlined at CEO Endorsement/Approval, implemented?
3. What are the findings on the effectiveness of management measures and lessons learned?

GENDER

1. Were gender considerations taken into account in designing and implementing the project?
2. Was a gender analysis conducted, the extent to which the project was implemented in a manner that ensures gender-equitable participation and benefits, and whether gender disaggregated data was gathered and reported on beneficiaries?
3. How is the integration of community-based sustainable forest management plans into suco NRM plans?
4. To which extent relevant gender-related concerns were tracked through project M&E, and if possible, addressing whether gender considerations contributed to the success of the project?

ADDITIONALITY

1. Has the project generated Global Environmental Benefits that would not happen without GEF's intervention?
2. Has the project led to legal or regulatory reforms that would not have occurred in the absence of the project?

3. Have institutions been strengthened to provide a supportive environment for achievement and measurement of environmental impact as a result of the project?
4. Has the involvement of the GEF led to greater flows of financing than would otherwise have been the case from private or public sector sources?
5. Can improvements in living standard among population groups affected by environmental conditions be attributed to the GEF contribution?
6. Has the GEF involvement led to a fast adoption of new technologies, or the demonstration of market readiness for technologies that had not previously demonstrated their market viability?

ANY NEED TO FOLLOW UP

1. Is any need to follow up on the evaluation findings, e.g., instances of financial mismanagement, unintended negative impacts, or risks, etc.?

MATERIALIZATION OF CO-FINANCING

1. How is co-financing materialized to support project implementation and achievement of project results?
2. What are constraints/obstacles/challenges in materializing co-financing?
3. What are the enabling factors to materialize the co-financing?
4. When shortfall occurred, how did this affect the project results?

KNOWLEDGE MANAGEMENT

1. How is the implementation of a knowledge management plan?
2. What are constraints/obstacles/challenges in implementing the plan?
3. Is there any support provided to implement it? Who and what kind of support was provided?
4. How does the knowledge management plan contribute to project achievement?

LESSONS AND RECOMMENDATIONS

1. What lessons are learned during the implementation of TLSNAP?
2. What are things that need to be improved or should be done differently in the future?

KEY INFORMANT INTERVIEW (KII) GUIDELINE

THE TLSNAP PROJECT TERMINAL EVALUATION

EXECUTING AGENCIES (EAs) – MALFF; MCIE; CI-TL	
Name of the Respondent	
Designation	
Contact Details (HP/Email)	
Date of KII	
Starting Time of KII	
Finishing Time of KII	
Interviewer	
Translator	

ROLES AND RESPONSIBILITIES

1. What is the primary role of your organization/agency in determining/implementing Conservation and NRPM policy in the country?
2. What are some other key agencies which are involved in this role, especially in relevance to Protected Areas Management?
3. What are the current priorities of the Government of Timor-Leste in terms of Conservation/NRM, especially as they relate to Protected Areas?
4. What are the major challenges to the development of Protected Areas in TL?

PROJECT DESIGN

1. Has your organization been involved in the design and/or implementation of the TLSNAP project? If yes, please provide details.
2. If no, in your opinion, how did this lack of involvement affect your role with regards to project implementation?

PROJECT IMPLEMENTATION

1. What role is played by your department in the project implementation?
2. What challenges have you faced with the implementation of the project?

3. What measures have been taken to the project implementation?
4. If no, in your opinion, how did this lack of involvement affect your role with regards to project implementation?
5. What measures have been taken to overcome the challenges during implementation?

RELEVANCE

1. Were the project outcomes aligned with GEF focal areas/operational program strategies?
2. Were the project outcomes aligned with national policies, plans, strategies, and priorities, e.g., National Strategic Development Plan, National Environment Strategy and Action Plan?
3. Were the project outcomes aligned with mandates of the Agencies on agriculture, forestry, and environment?
4. Was the project design appropriate for delivering the expected outcomes?

SUSTAINABILITY

1. What are the key risks and ongoing costs associated which may affect the continuation of benefits from the project? Key risks include financial, socio-political, institutional, and environmental risks.
2. How may these risks affect continuation of benefits after the GEF project ends?
3. How can the project or intervention contribute to improving the enabling environment for development in multiple ways? Contributions could include capacities strengthened, improved ownership or political will, etc.

LESSONS AND RECOMMENDATIONS

1. What lessons are learned during the implementation of TLSNAP?
2. What are things that need to be improved or should be done differently in the future?

KEY INFORMANT INTERVIEW (KII) GUIDELINE

THE TLSNAP PROJECT TERMINAL EVALUATION

MUNICIPALITY/POST ADMIN/SUCO	
Name of the Respondent	
Designation	
Contact Details (HP/Email)	
Date of KII	
Starting Time of KII	
Finishing Time of KII	
Interviewer	
Translator	

ROLES AND RESPONSIBILITIES

1. What is the primary role of your organization/agency in determining/implementing Conservation and NRPM policy in the country?
2. What are some other key agencies which are involved in this role, especially in relevance to Protected Areas Management?
3. What are the current priorities of the Government of Timor-Leste in terms of Conservation/NRM, especially as they relate to Protected Areas?
4. What are the major challenges to the development of Protected Areas in TL?

PROJECT DESIGN

1. Has your organization been involved in the design and/or implementation of the TLSNAP project? If yes, please provide details.
2. If no, in your opinion, how did this lack of involvement affect your role with regards to project implementation?

PROJECT IMPLEMENTATION

1. What role is played by your department in the project implementation?
2. What challenges have you faced during the implementation of the project?
3. If there is no involvement, in your opinion, how did this lack of involvement affect your role with regards to project implementation?

4. What measures have been taken to overcome the challenges during implementation?

RELEVANCE

1. Were the project outcomes aligned with GEF focal areas/operational program strategies?
2. Were the project outcomes aligned with national policies, plans, strategies, and priorities, e.g., National Strategic Development Plan, National Environment Strategy and Action Plan?
3. Were the project outcomes aligned with mandates of the Agencies on agriculture, forestry, and environment?
4. Was the project design appropriate for delivering the expected outcomes?

SUSTAINABILITY

1. What are the key risks and ongoing costs associated which may affect the continuation of benefits from the project? (Key risks include financial, socio-political, institutional, and environmental risks)
2. How may these risks affect continuation of benefits after the GEF project ends?
3. How can the project or intervention contribute to improving the enabling environment for development in multiple ways? (Contributions could include capacities strengthened, improved ownership or political will, etc.)

LESSONS AND RECOMMENDATIONS

1. What lessons are learned during the implementation of TLSNAP?
2. What are things that need to be improved or should be done differently in the future?

FOCUSED GROUP DISCUSSION (FGD) GUIDELINE

FOR COMMUNITY MEMBERS AND

COMMUNITY CONSERVATION GROUPS

THE TLSNAP PROJECT TERMINAL EVALUATION

COMMUNITY MEMBERS AND COMMUNITY CONSERVATION GROUPS	
Name of Municipality/Post administration:	
Name of Suco	
Average number of households in the community	
Major sources of livelihood	
Date	
Starting Time of FGD	
Finishing Time of FGD	
Facilitator	
Notetaker	
Translator	

List of Participants

No	Name	M/F	Contact	Occupation	Signature
1					
2					
3					
4					
5					
6					
7					
8					

BACKGROUND

1. What activities have been implemented by the Project in your community?
2. When did the project activities start and complete?
3. What is the number of households participating in this activity from your suco? And how many men and women, and youth are participating in this activity?
4. What and how was the process of engaging community in this activity?
5. Why did your community agree to participate in the project activities? Please elaborate the reasons.

PROJECT IMPLEMENTATION

1. What is the primary role of your community members and/or community conservation groups in this project activities?
2. What are some other stakeholders which are involved in this project activities? For example, municipality, national government, other NGOs, project consultants, etc.? And what are their roles?
3. Is this project relevant to community needs and aspirations? Please elaborate the reasons.
4. What are the major challenges and constraints during the project implementation?
5. What measures have been taken to overcome the challenges during implementation?

RELEVANCE

1. Were the project outcomes and outputs aligned with the community needs and aspirations related to natural resource management?
2. Were the project outputs beneficial for communities? In what ways do the outputs provide significant benefits provide design appropriate for delivering the expected outcomes?

SUSTAINABILITY

1. What are the key risks and ongoing costs associated which may affect the continuation of benefits from the project? Key risks include financial, socio-political, institutional, and environmental risks.
2. How may these risks affect continuation of benefits after the GEF project ends?

3. How can the project or intervention contribute to improving the enabling environment for development in multiple ways? Contributions could include capacities strengthened, improved ownership or political will, etc.

ENVIRONMENTAL AND SOCIAL SAFEGUARDS

1. How was the participation of women and female youth in project activities?
2. Are there any challenges/obstacles that hamper their participation? If yes, please elaborate.
3. What kind of support that have been provided by head of suco (or suco council) to improve their participation in project activities?
4. What do you know about grievance mechanism in this project? Do you ever use the mechanism? If yes, how did you use it and how was the complaint addressed? If no, please explain why.

KNOWLEDGE MANAGEMENT

1. Has your community received any awareness materials from the project (i.e., posters, flyers, quarterly newsletter, etc.)?
2. How is the utilization of these materials? Is it useful for you?
3. Is there any problems or challenges in using these products? If yes, please elaborate.

LESSONS AND RECOMMENDATIONS

1. What lessons are learned during the implementation of TLSNAP?
2. What are things that need to be improved or should be done differently in the future?

Annex 7 List of KIIs and FGDs

No	Schedule		Stakeholder Name		Designation/Role	Location
1	18-Sep-23	7 PM (Jakarta Time)	CI-GEF	Ms. Daniela Carrion	Former Project Manager	Online KII
2	20-Sep-23	7 PM (Jakarta Time)		Ms. Prapti Bhandary	Senior Manager, Project Oversight for CI-GEF Agency	Online KII
3	26-Sep-23	8 PM (Jakarta Time)		Ms. Shannon Wiecks	Grants Manager	Online KII
4	27-Sep-23	8 PM (Jakarta Time)		Mr. Ian Kissoon	Safeguarding Manager	Online KII
5				Ms. Juliana Rios	Manager, Environmental and Social Managemenge Framework CI-GEF/GCF Agency	Online KII
6	22-Sep-23	11 AM (Jakarta Time)	CI-TL	Mr. Nathan Conaboy	Former Project Manager	Online KII
	08-Oct-23	**TE team travel to Dili from Jakarta**				
7	09-Oct-23	1-2 pm	CI-TL	Mr. Manuel Mendes	Country Director	Dili
8	09-Oct-23	2-4pm		Mr. Henrique Beres	Finance Manager	Dili/Field
9				Mr. Natalino Martins	Deputy Project Manager	Dili/Field
10				Ms. Bendita Ximenes Pereira	Deputy Project Manager	Dili/Field
11				Mr. Matias Soares	M&E Coordinator	Dili/Field
12	09-Oct-23	9-10 am	MALFF	Mr. Pedro Pinto	Head of Department of Protected Areas	Dili
13	10-Oct-23	9-10 am	MALFF	Mr. Fernando C. de Araujo	National Director for Conservation, Forestry, and Development of Eco-Tourism	Dili
14	10-Oct-23	10-11 am	Comoro Catchment Area	MAF Municipality Forest Guard	Mr. Antoninho	KII in Municipality
15	10-Oct-23	10-11 am		Chefe suco Ulmera	Mr. Martinho Correira	KII - Ulmera
16	10-Oct-23	1-2 pm		Community conservation group - Ulmera	13 participants	FGD - Ulmera
17	10-Oct-23	11-12 am		Youth group - Ulmera	Nicolau dos Santos Baretu	KII - Ulmera
18	11-Oct-23	10-11 am		Community conservation group - Leorema (incl. youth)	15 participants	FGD - Leorema
19	11-Oct-23	2-3 pm		Chefe suco Fahilebu	Mr. Marcelino da Cruz	KII - Fahilebu
20	11-Oct-23	10-12 am		Community conservation group - Fahilebu (incl. 1 youth)	14 participants	FGD - Fahilebu
	12-Oct-23	**TE team travel to Baucau**				
21	12-Oct-23	1-2 pm	Irabere Catchment Area	MAF Municipality Director -	Mr. Raimundu	KII - Lautem
22	12-Oct-23	1-2 pm		MAF Municipality of Baucau Director	Mr. Pascual Belo	KII Baucau
23	12-Oct-23	3-4 pm		Post Administrator of Baquia	Mr. Antonio Ramos	KII - Baquia
24	12-Oct-23	3-4 pm		Former Field Assistant Irabere - replace KII with Catchment coordinator (CI TL)	Marini Alice Sanches	KII - Los Palos
25	13-Oct-23	09-11.am		Community conservation group - Cainleu	17 participants	FGD - Cainleu
26	13-Oct-23	11-12 am		Community conservation group - Bahatata (including youth)	16 participants	FGD - Bahatata
	13-Oct-23	**Travel back to Baucau**				
	14-Oct-23	**Travel back to Dili**				
27	16-Oct-23	9-10 pm	Ministry of Environment	Mr. Rui Pires	National Director for Biodiversity	Dili
28	16-Oct-23	2-3 pm	Comoro Catchment Area	Chefe suco Leorema	Mrs. Sandra de Araujo	KII by phone - Dili
29	16-Oct-23	3-4 pm	Irabere Catchment Area	Post Administrator of Baquia	Mr. Antonio Ramos	KII - Baquia
30	16-Oct-23	3-4 pm	CI TL	Former Field Assistant in Comoro - replace KII with Catchment coordinator (CI TL)	Jose Mendes Nono	Dili
31	17-Oct-23	9-10.30 am	CI TL	Mr. Manuel Mendes	Country Director	Dili
32	17-Oct-23	11-12 am	Ministry of Environment	Mr. Joao Carlos Soares	General Director for Biodiversity and GEF Operational Focal Point TL	Dili
33	17-Oct-23	2-3 pm	Irabere Catchment Area	Chefe suco of Cainleu	Juliao Soares	KII by phone - Dili
34	17-Oct-23	3-4 pm	Comoro Catchment Area	Post Administrator - Bazartete	Amaro Pereira	KII by phone - Dili
35	17-Oct-23	4.30 pm	MALFF	Mr. Raimundo Mau	General Director for Forestry	Dili

Annex 8 Terminal Evaluation Matrix

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
Project Theory of Change				
Causal links among the outputs, outcomes, and long-term impacts	How do causal links among the outputs, outcomes, and long-term impacts work?	Outcomes Outputs Long-term impacts	Project Document Mid-Term Evaluation Report Project Implementation Report	Desk Review KII – CI-GEF; PMU
Assumptions in the ToC	How do the assumptions affect causal links among the outputs, outcomes, and long-term impacts?	Outcomes Outputs Long-term impacts	Project Report for the period 2021-2023	Desk Review KII – CI-GEF; PMU
	Are there any changes or adjustments made to ensure that causal links among the outputs, outcomes, and long-term impacts work?	Comparison the Theory of Change outlined in Project Document, Mid-Term Evaluation and Project Implementation Report	Project Document Mid-Term Evaluation Report Project Implementation Report	Desk Review KII – CI-GEF; PMU
Project Results: To what extent have the expected outputs and outcomes of the project been delivered and achieved?				
Project Design	Were there any changes in project design and/or expected results after the start of implementation?	The achievement of project results from indicators referring to Project Results Framework during project design and project implementation phases	Project Results Framework during project design Project Results Framework during project implementation phases	Desk Review KII – CI-GEF; PMU
	Was a baseline (initial condition) established?	The achievement of project results referring to baseline	Project results framework – baseline condition	Desk Review KII – CI-GEF; PMU

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
	Can the results be determined?	and target condition after the end of the project	Project results framework – target condition	
	Were the project results contributed to achieving the GEF corporate results targets/core indicators? (Incorporate data from the focal area tracking tool and/or core indicator worksheet)?	The contribution of project results to the GEF corporate results targets/core indicators	Project results framework The GEF results targets/core indicators	Desk Review KII – CI-GEF; PMU
Outputs	Were the expected outputs delivered? What factors affected the delivery of outputs?	The achievement of project outputs referring to project results framework and project implementation	Project outputs in Project result framework Project outputs in Project implementation report	Desk Review KII – CI-GEF; PMU FGDs – 6 sucos
Outcomes	Were the expected outcomes achieved? Was its achievement dependent on the delivery of project outputs? What factors affect outcome achievement, e.g., project design, project's linkages with other activities, extent and materialization of co-financing, stakeholder involvement, etc.?	The achievement of project outcomes referring to project results framework and project implementation	Project outcomes in Project result framework Project outcomes in Project implementation report	Desk Review KII – CI-GEF; PMU FGDs – 6 sucos

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
Outcome Ratings				
Relevance: Is the project relevant with respect to the environmental and development policies and priorities at the global, country, local and partner/institution levels?				
Alignment with GEF focal areas/operational program strategies, country priorities, and mandates of the Agencies	Were the project outcomes aligned with GEF focal areas/operational program strategies?	Level of coherence and existence of a clear relationship between project objectives and GEF strategic priorities, including alignment of relevant focal area indicators	GEF-6 biodiversity, land degradation and sustainable forest management (SFM) strategies	Desk Review KII - PMU
	Were the project outcomes aligned with national policies, plans, strategies, and priorities, e.g., National Strategic Development Plan, National Environment Strategy and Action Plan?	Level of coherence and existence of coherence between project objective and National Strategic Development Plan, National Environment Strategy and Action Plan	TL Programme of Work on Protected Areas (PoWPA) National Biodiversity Strategy Action Plan (NBSAP 2011-2020) TL Strategic Development Plan (2011-2030) Government TL – Decree-Law No. 5/2016 on the National Protected Area System	Desk Review KII - EAs: MALFF, MCIE, CI-TL. PMU
	Were the project outcomes aligned with mandates of the Agencies on agriculture, forestry, and environment?	Level of coherence and existence of coherence between project objective and sector's strategies including agriculture, forestry and environmental, as stated in official documents	National policy documents, such as agriculture sector development plan, forestry sector development plan	Desk Review KII - EAs: MALFF, MCIE, CI-TL. PMU

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
Quality of project design	Was the project design appropriate for delivering the expected outcomes?	Level of conformity between project design and project implementation	Project document Project implementation reports Progress reports	Desk Review KII – PMU; CI-GEF
Effectiveness: To what extent have the objectives and expected outcomes of the projects been achieved?				
Achievement of the project outcomes	Was the project's actual outcome commensurate with the expected outcomes?	The achievement of project results indicators	Project result framework, annual work plans, project implementation reviews, progress reports	Desk Review KII - PMU FGDs – 6 sucos
	Were there any unintended results?	Any unintended results both positive and negative that have occurred as a result of intervention	Baseline data and target condition at the end of the project	Desk Review KII – PMU
Efficiency: To what extent have the results of the projects been delivered with the least costly resources possible?				
Project Cost Effectiveness	Was the project cost-effective?	Conformity between project implementation and workplan and budget Delivery of project results as per targets and milestones	Project document Project implementation reports Progress reports	Desk Review KII - PMU
	How does the project cost/time versus output/outcomes equation	Conformity between project implementation and work plan and budget	Project document Project implementation reports	Desk Review KII - PMU

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
	compared to similar projects?	Delivery of project results as per targets and milestones	Progress reports	
Sustainability: The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion				
Key risks identification	What are the key risks and ongoing costs associated which may affect the continuation of benefits from the project? Key risks include financial, socio-political, institutional, and environmental risks.	Completeness of identification of key risks and assumptions in the project design Adequacy of the risk mitigation plan Adaptation made to address unforeseen risks and assumptions	Project document Project implementation reports Progress reports	Desk Review KII – PMU
	How may these risks affect continuation of benefits after the GEF project ends?	Completeness of identification of key risks and assumptions in the project design Adequacy of the risk mitigation plan Adaptation made to address unforeseen risks and assumptions	Project document Project implementation reports Progress reports	Desk Review KII – PMU
Enabling environment for sustainable development	How can the project or intervention contribute to improving the enabling environment for development in multiple ways? Contributions could include capacities strengthened, improved	Existence of enabling environment for sustainable development and practices in relevant policy, regulatory frameworks, policies, and planning	Project document Project implementation reports Progress reports	Desk Review KII – PMU KII - EAs: MALFF, MCIE, CI-TL

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
	ownership or political will, etc.			

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
Progress to Impact: Some evidence on progress towards long-term impacts, and the extent to which key assumptions of the project's ToC				
Available qualitative and quantitative evidence	To what extent the project reduces environmental stress (e.g.: GHG emission reduction, reduction of waste discharge, etc.) and environmental status change (e.g.: change in population of endangered species, forest tock, water retention in degraded lands, etc.) (Note the information source and clarify the scale/s at which the described environmental stress reduction is being achieved)	The achievement of project outcomes referring to reduce environmental stress and environmental status change	Project implementation reports and other reports documented environmental status	Desk Review KII – PMU KII - EAs: MALFF, MCIE, CI-TL FGDs – 6 sucos
Project's contributions to changes in policy/legal/regulatory frameworks	Were the projects contributed to observed changes in capacities (awareness, knowledge, skills, infrastructure, monitoring system, etc.)?	The achievement of project outcomes refers to their contributions to observed changes in capacities; governance architecture; change in socio-economic	Project implementation reports and other reports documented environmental status	Desk Review KII – PMU KII - EAs: MALFF, MCIE, CI-TL FGDs – 6 sucos

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
	Were the projects contributed to governance architecture, including access to and use of information-sharing systems, etc.)? Were the projects contributed to change in socioeconomic status (income, health, well-being, etc.)? Were the environmental social changes achieved at scales beyond the area of intervention?	status; environmental social changes.		
	Are there arrangements in the project design to facilitate follow-up actions? Were the GEF promoted approaches, technologies, financing instruments, legal frameworks, information system, etc. adopted/implemented without direct support from, or involvement of, the project?	Existence of the facilitation of follow-up actions in the project design Any GEF promoted approaches, technologies, financing instruments, legal frameworks, information system, etc. have adopted/implemented without direct support from, or involvement of, the project	Project document and project implementation reports	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
Contribution of GEF project to the observed change	What are the contributions of other actors and factors to the observed change? What are merits of rival explanations for the observed impact and reasons for accepting or rejecting? What are the barriers and other risks that may prevent further progress toward long-term impacts?	Existence of the contributions of other actors and factors to the observed change Existence of merits and barriers that may or may not prevent further progress toward long-term impacts.	Project document, annual work plans, project implementations reviews, progress report	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU
Unintended impacts	What are the unintended impacts – both positive and negative impacts of the project? What are the overall scope and implications of these impacts?	Existence of the unintended impacts – both positive and negative impacts of the project, and overall scope and implications of these impacts	Project document, annual work plans, project implementations reviews, progress report	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos
Assessment of Monitoring and Evaluation Systems: the strengths and weaknesses of project M&E plan and its implementation (*Project M&E systems will be rated on the quality of M&E design and quality of M&E implementation using a six-point scale (Highly Satisfactory to Highly Unsatisfactory)*				
M&E Design	Was the M&E plan at the point of CEO Endorsement practical and sufficient?	Level of adequacy of the M&E Plan in terms of its practical and sufficiency	M&E Plan & Design	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
				FGDs – 6 sucos
	Did M&E Plan include baseline data?	Existence of baseline data in M&E Plan	M&E Plan & Design Baseline Data	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos
	Did M&E Design specify clear targets and appropriate (SMART) indicators to track environmental, gender, and socio-economic results?	Level of adequacy of M&E Design in terms of clear target and appropriate (SMAR) indicators to tracking environmental, gender, socio-economic results	M&E Design SMART Indicators on M&E Plan Environmental, gender, socio-economic results	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos
	Did M&E Design specify a proper methodological approach?	Level of adequacy of M&E Design in terms of a proper methodological approach	M&E Design Methodology in M&E Design	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos
	Did M&E Design specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection?	Level of adequacy of M&E Design in terms of practical organization and logistics of the M&E activities including schedule and responsibilities for data collection	M&E Design Organization of M&E Activities Logistics of M&E Activities Schedule of M&E Activities	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
			Role and Responsibilities in Data Collection within M&E Activities	
	Did M&E Design have adequate funds for M&E activities?	Level of adequacy of M&E Design in terms of adequate funds for M&E activities	M&E Design M&E Budget and Available Fund Logistics of M&E Activities M&E Activities	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos
M&E Implementation	Whether the M&E system operated as per the M&E plan?	Level of conformity M&E system operated as per the M&E plan	M&E Activities Documentation	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos
	Where necessary, whether the M&E plan was revised in a timely manner?	Level of conformity the M&E plan revised in a timely manner	M&E Activities Documentation	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos
	Was the information on specified indicators and relevant GEF focal area tracking tools gathered in a systematic manner?	Level of conformity of M&E Plan in terms of the information on specified indicators and relevant GEF focal area tracking tools	M&E Activities Documentation	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
		gathered in a systematic manner		FGDs – 6 sucos
	Have appropriate methodological approaches been used to analyze data?	Level of conformity of M&E plan in terms of appropriate methodological approaches been used to analyze data	M&E Activities Documentation	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos
	Were resources for M&E sufficient?	Level of conformity of M&E plan in terms of resources for M&E sufficient	M&E Activities Documentation	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos
	How was the information from the M&E system used during the project implementation?	Level of conformity of M&E plan in terms of the information from the M&E system used during the project implementation	M&E Activities Documentation	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos
Assessment of Implementation and Execution: the performance of the GEF Implementing Agencies and project Executing Agency(ies) (EAs) in discharging their expected roles and responsibilities (*The performance of these agencies will be rated using a six-point scale (Highly Satisfactory to Highly Unsatisfactory)*				
Quality of Implementation	How are the roles and responsibilities discharged by the GEF Agencies that	Report on Project implementation of GEF	Project document, annual work plans, project	Desk Review

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
	have direct access to GEF resources? *(What is your role and responsibilities as executing agency that directly access GEF resources to ensure project implementation?* *What kind of supports that provided to CI-GEF agency as implementing agency to project implementation?)*	Agencies with access to GEF resources Conformity of delivery of project results and project implementation, especially on progress, time, and stakeholder involved	implementations reviews, progress report	KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU
	What were the risks identified for the project and how was it managed by the GEF Agency?	Risk mitigation done by the GEF Agency	Project document; Environmental and Social Safeguard documents	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU
Quality of Execution (Executing Agency: MALFF, MCIE, CI TL)	How well is the EAs able to deliver its role and responsibilities during the project execution? What are the challenges/constraints faced by the EAs during project execution? Is there any support received to overcome those challenges?	Report on Project implementation of GEF Agencies with access to GEF resources Conformity of delivery of project results and project execution, especially on progress, time, budget, stakeholder communication	Project document, annual work plans, project implementations reviews, progress report Budget, financial plans and reports	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
Assessment of the Environmental and Social Safeguards: Were appropriate environmental and social safeguards addressed in the project's design and implementation?				
Screening/risk categorization	Were the project risks screened and categorized along with the implementation of the safeguard plans that were approved by the GEF Agency? Were the management measures, as outlined at CEO Endorsement/Approval, implemented? What are the findings on the effectiveness of management measures and lessons learned?	Risk-register and categorization	Project document; Environmental and Social Safeguard documents	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU
Gender	Were gender considerations taken into account in designing and implementing the project?	Level of women engagement (30%)	Project document, annual work plans, project implementations reviews, progress report	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos
	Was a gender analysis conducted, the extent to which the project was implemented in a manner that ensures gender-	Gender Analysis on access, control, participation, benefit Gender-equitable participation and benefits	Project document, annual work plans, project implementations reviews, progress report	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
	equitable participation and benefits, and whether gender disaggregated data was gathered and reported on beneficiaries?	Gender disaggregated data		PMU FGDs – 6 sucos
	How is the integration of community-based sustainable forest management plans into suco NRM plans?	GEDSI availability, engagement and involvement, formal capacity assessments of the executing agencies' ability to deliver on the project	Project document, annual work plans, project implementations reviews, progress report	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos Interviews at the community level
	To which extent relevant gender-related concerns were tracked through project M&E, and if possible, addressing whether gender considerations contributed to the success of the project?	Gender Analysis on access, control, participation, benefit	Project document, annual work plans, project implementations reviews, progress report	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs – 6 sucos
GEF Additionality – the additional outcome (both environmental and otherwise) that can be directly associated with the GEF supported project or program				
Specific Environmental Additionality	Has the project generated the Global Environmental Benefits that would not	A wide range of value-added interventions/services to achieve the Global Environmental Benefits (e.g., CO2 reduction,	Project result framework, annual work plans, project implementation reviews, progress reports	Desk Review KII – CI-GEF; PMU FGDs – 6 sucos

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
	happen without GEF's intervention?	Reduction/avoidance of emission of POPs).		
Legal/Regulatory Additionality	Has the project led to legal or regulatory reforms that would not have occurred in the absence of the project?	Transformational change to environment sustainable legal /regulatory forms.	Project result framework, annual work plans, project implementation reviews, progress reports	Desk Review KII – CI-GEF; PMU FGDs – 6 sucos
Institutional Additionality/Governance additionality	Have institutions been strengthened to provide a supportive environment for achievement and measurement of environmental impact as a result of the project?	The existing institution to transform into an efficient/sustainable environment.	Project result framework, annual work plans, project implementation reviews, progress reports	Desk Review KII – CI-GEF; PMU FGDs – 6 sucos
Financial Additionality	Has the involvement of the GEF led to greater flows of financing than would otherwise have been the case from private or public sector sources?	An incremental cost which is associated with transforming a project with national/local benefits into one with global environmental benefits.	Project result framework, annual work plans, project implementation reviews, progress reports	Desk Review KII – CI-GEF; PMU FGDs – 6 sucos
Socio-Economic Additionality	Can improvements in living standard among population groups affected by environmental conditions be attributed to the GEF contribution?	Society improves their livelihood and social benefits through GEF activities.	Project result framework, annual work plans, project implementation reviews, progress reports	Desk Review KII – CI-GEF; PMU FGDs – 6 sucos
Innovation Additionality	Has the GEF involvement led to a fast adoption of new technologies, or the demonstration of market	Efficient/sustainable technology and knowledge to overcome the existing social	Project result framework, annual work plans, project	Desk Review KII – CI-GEF; PMU

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
	readiness for technologies that had not previously demonstrated their market viability?	norm/barrier/practice for making a bankable project.	implementation reviews, progress reports	FGDs – 6 sucos
Other Assessments				
Need for follow-up	Is any need to follow up on the evaluation findings, e.g., instances financial mismanagement, unintended negative impacts, or risks, etc.?	Any further activities to follow up on the evaluation findings, e.g., instances financial mismanagement, unintended negative impacts, or risks, etc.?	Project implementation reports	Desk Review KII - PMU
Materialization of co-financing	How is co-financing materialized to support project implementation and achievement of project results? What are constraints/obstacles/challenges in materializing co-financing? What are the enabling factors to materialize the co-financing? When shortfall occurred, how did this affect the project results?	Contribution of co-financing to project implementation and project results achievement	Co-financing reports	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU

Evaluation Criteria	Questions	Indicators	Sources	Data Collection Methods
Knowledge Management	How is the implementation of a knowledge management plan? What are constraints/obstacles/challenges in implementing the plan? Is there any support provided to implement it? Who and what kind of support was provided? How does the knowledge management plan contribute to project achievement?	Implementation of Knowledge Management Plan	List of knowledge management product	Desk Review KII – PMU FGDs – 6 sucos
Lessons and Recommendation	What lessons are learned during the implementation of TLSNAP? What are things that need to be improved or should be done differently in the future?	Good practices occurred in project design and implementation	Project implementation reports; project documentation	Desk Review KII – CI-GEF; EAs: MALFF, MCIE, CI-TL PMU FGDs

Annex 9 Rating Scale

The main dimensions of project performance on which ratings are first provided in terminal evaluation are outcomes, sustainability, quality of monitoring and evaluation, quality of implementation, and quality of execution. The CI-GEF Agency also includes ratings for environmental and social safeguards.

Outcome Ratings:

The overall ratings on the outcomes of the project will be based on performance on the following criteria:

- Relevance
- Effectiveness
- Efficiency

Project outcomes are rated based on the extent to which project objectives were achieved. A six-point rating scale is used to assess overall outcomes:

- Highly satisfactory (HS): Level of outcomes achieved clearly exceeds expectations and/or there were no short comings.
- Satisfactory (S): Level of outcomes achieved was as expected and/or there were no or minor short comings.
- Moderately Satisfactory (MS): Level of outcomes achieved more or less as expected and/or there were moderate short comings.
- Moderately Unsatisfactory (MU): Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings.
- Unsatisfactory (U): Level of outcomes achieved substantially lower than expected and/or there were major short comings.
- Highly Unsatisfactory (HU): Only a negligible level of outcomes achieved and/or there were severe short comings.
- Unable to Assess (UA): The available information does not allow an assessment of the level of outcome achievements.

The calculation of the overall outcomes rating of projects will consider all the three criteria, of which relevance and effectiveness are critical. The rating on relevance will determine whether the overall outcome rating will be in the unsatisfactory range (MU to HU = unsatisfactory range). If the relevance rating is in the unsatisfactory range, then the overall outcome will be in the unsatisfactory range as well. However, where the relevance rating is in the satisfactory range (HS to MS), the overall outcome rating could, depending on its effectiveness and efficiency rating, be either in the satisfactory range or in the unsatisfactory range.

The second constraint applied is at the overall outcome achievement rating may not be higher than the effectiveness rating. During project implementation, the results framework of some projects may have been modified. In cases where modifications in the project impact, outcomes and outputs have not scaled down their overall scope, the evaluator should assess outcome achievements based on the revised results framework. In instances where the scope of the project objectives and outcomes has been scaled down, the magnitude of and necessity for

downscaling is taken into account and despite achievement of results as per the revised results framework, where appropriate, a lower outcome effectiveness rating may be given.

Sustainability Ratings:

The sustainability will be assessed taking into account the risks related to financial, sociopolitical, institutional, and environmental sustainability of project outcomes. The evaluator may also take other risks into account that may affect sustainability. The overall sustainability will be assessed using a four-point scale.

- Likely (L): There is little or no risk to sustainability.
- Moderately Likely (ML): There are moderate risks to sustainability.
- Moderately Unlikely (MU): There are significant risks to sustainability.
- Unlikely (U): There are severe risks to sustainability.
- Unable to Assess (UA): Unable to assess the expected incidence and magnitude of risks to sustainability.

Project M&E Ratings:

Quality of project M&E will be assessed in terms of:

- Design
- Implementation

Quality of M&E on these two dimensions will be assessed on a six-point scale:

- Highly satisfactory (HS): There were no short comings and quality of M&E design / implementation exceeded expectations.
- Satisfactory (S): There were no, or minor short comings and quality of M&E design / implementation meets expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of M&E design/implementation more or less meets expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of M&E design/implementation somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of M&E design/implementation substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in M&E design/ implementation.
- Unable to Assess (UA): The available information does not allow an assessment of the quality of M&E design/implementation.

Implementation and Execution Rating:

Quality of implementation and of execution will be rated separately. Quality of implementation pertains to the role and responsibilities discharged by the GEF Agencies that have direct access to GEF resources. Quality of Execution pertains to the roles and responsibilities discharged by the country or regional counterparts that received GEF funds from the GEF Agencies and executed the funded activities on ground. The performance will be rated on a six-point scale:

- Highly satisfactory (HS): There were no short comings and quality of implementation / execution exceeded expectations.
- Satisfactory (S): There were no, or minor short comings and quality of implementation / execution meets expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of implementation / execution more or less meets expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of implementation / execution somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of implementation / execution substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in quality of implementation / execution.
- Unable to Assess (UA): The available information does not allow an assessment of the quality of implementation / execution.

Environmental and Social Safeguards:

The approved environmental and social safeguard plans will be rated according to the following scale:

- Highly satisfactory (HS): There were no short comings and quality of environmental and social safeguard plans design/implementation exceeded expectations.
- Satisfactory (S): There were no, or minor short comings and quality of environmental and social safeguard plans design/execution met expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of environmental and social safeguard plans design/implementation more or less met expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of environmental and social safeguard plans design/implementation somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of environmental and social safeguard plans design/implementation substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in quality of environmental and social safeguard plans design/implementation.
- Unable to Assess (UA): The available information does not allow an assessment of the quality of environmental and social safeguard plans design/implementation.

Annex 10 Achievement of Output Indicators

Output Indicator	Project Baseline	Status of Output Indicators at the End of Project	Comments/Notes by TE team	Status
Outcome 1.1: National PA system established, and implementation initiated				
Output Indicator 1.1.1.: Approved system plan	National PA system plan is not in place	A PA system plan has been developed.	PA Management and Sustainable Financing Plans were completed in Q3 FY23	CA
Output Indicator 1.1.2.: Sustainable financing assessment endorsed by PSC	Insufficient financing available for PA management	Sustainable Finance and PA business plan consultancy has been completed; all activities are completed.	The sustainable finance assessment is 100% completed in Q4 FY2023. The deliverables have been submitted for review.	CA
Output Indicator 1.1.3.: Ministerial diplomas for the two management plans	There are no management plans in place	Ministerial diplomas are not a suitable indicator for PA management plans as they would not typically be finalized under a Ministerial Diploma. Instead, written confirmation of accepting the PA plans from the PA department will be sought.	PA Management Plans are completed in FY2023	CA
Output Indicator 1.1.4.: PA management committees functioning with government support	There are no PA management committees in place	No PA management committees have been established.	PA management committees have not yet been completed in FY2023.	D
Outcome 2.1: Land degradation drivers halted and/or minimized in key catchment areas				
Output Indicator 2.1.1.: NRM plans endorsed by suco councils	NRM plans not yet prepared for the 10 selected sucos	10 NRM plans have been drafted.	All 10 plans were completed in FY21.	CA
Output Indicator 2.1.2.: Suco regulations	Suco regulations for NRM are not in place	4 suco regulations were formalized in FY23	For 6 suco in Irabere, the community did not want the *tara bandu* to be formalized.	CA
Outcome 2.2: Capacity for communities to manage their natural resources substantially increased				
Output Indicator 2.2.1.:	Youth training NRM program is not in place	99 of 100 youths have completed training at a	This was finalized in FY22.	CA

SEPFOPE decision		SEPFOPE registered college. 50% of which were female.		
Output Indicator 2.2.2.: Interventions completed by community conservation groups	Conservation groups have limited capacities to sustain community-driven natural resource management	All ten community groups have completed at least one intervention.	All ten community conservation groups have built at least 2 nurseries and have planted over ~300,000 fruit trees, conservation trees, and construction trees.	CA
Output Indicator 2.2.3.: Number of sustainable use interventions introduced	Limited sustainable use alternatives implemented in the 10 sucos	Sustainable resource use management has begun in all 10 communities.	Water management training began at the end of FY21 and was completed in FY22.	CA
Outcome 3.1: Sustainable forest management in priority catchment corridors substantially improved				
Output Indicator 3.1.1: Classified areas integrated into national GIS system	0 ha of forests within the Comoro and Irabere catchments mapped according to high conservation value criteria	Over 8,000 ha of forest has been classified according to HCV classification.	This activity has been implemented.	CA
Output Indicator 3.1.2: Amended NRM plans approved by suco councils	0 ha of forests within the Comoro and Irabere catchments mapped according to high conservation value criteria	10 new NRM plans have been drafted.	All 10 plans have been approved by the suco councils during the completion of the NRM plans in FY22.	CA
Outcome 3.2: Priority degraded areas rehabilitated				
Output Indicator 3.2.1: Rehabilitation plans approved	Rehabilitation plans are not yet prepared	Rehabilitation plans have been approved by community leaders as part of the NRM approval process.	The NRM plans contain rehabilitation plans, and these have bene approved with the NRM approval.	CA
Output Indicator 3.2.2: Species grown in nurseries	Only a few nurseries are in place, and these are mostly growing economic species such as teak	The project has produced and planted saplings of 53 native and naturalized tree species.	A catalogue of all 53 project species has been produced. Of these 53 species the project has planted over 300,000 trees.	CA
Output Indicator 3.2.3:	Only a few nurseries are operating in the	By the end of FY23 583 ha of land has been reforested.	This is a conservative calculation of area covered by tree	CA

Rehabilitation and/or reforestation plans implemented	target catchment areas		planting and the project has number of trees equating to over 583ha been planted trees	

Annex 11 Activity-level Overview of the Implementation Status

Notes:
*Based on Project Implementation Report Q4 – FY23
*O= Overdue; D= Delayed; NS= Not started on schedule; IS= Under implementation on schedule; and CA= Completed/Achieved

Outcome 1.1: National PA system established and implementation initiated		
Outputs	**Activities**	**Status**
Output 1.1.1: National PA system plan, supported by results of gap analyses, formulated, and approved by the government	Activity 1: Carry out a biophysical gap analysis (PIR Q3FY23: Act.1: Carry out an ecosystem services analysis of information to contribute to the National PA System Plan)	CA
	Activity 2: Carry out a legislative gap analysis.	CA
	Activity 3: Activity 3: Develop or adopt a set of existing science-based criteria for supporting classification of nominated and future protected areas.	CA
	Activity 4: Prepare a draft national PA system plan (*plano nacional*).	CA
	Activity 5: Socialize the draft national PA system plan (including organizing a national stakeholder workshop).	CA
	Activity 6: Finalize the national PA system plan and advocate for the adoption of the plan through a ministerial diploma (diploma ministerial).	CA
Output 1.1.2: National PA system sustainable financing assessment completed	Activity 1: Prepare a system-wide analysis of basic and optimal PA financing needs, based on the national PA system plan developed under Output 1.1.1.	CA
	Activity 2: Prepare a PA system-wide sustainable financing assessment, including recommendations over the next 5 years under the implementation of the national PA system plan.	CA
	Activity 3: Organize a regional PA sustainable financing workshop.	CA
Output 1.1.3: Management and business plans developed in a participatory manner for Mount Fatumasin (Kutulau) and Mount Legumau protected areas	Activity 1: Assist the DPA (formerly DPANP) in establishing PA management committees and appointing PA managers for the Mount Fatumasin (Kutulau) PA and Mount Legumau PA; including preparation of terms of reference for the management committees and PA managers.	D
	Activity 2: Through participation with local communities and authorities, verify the boundaries of the 2 PAs.	CA
	Activity 3: Based on the results of the feasibility studies and consultations with beneficiaries and enabling stakeholders, develop 5-year business plans for the two PAs.	CA

Outcome 1.1: National PA system established and implementation initiated		
Outputs	**Activities**	**Status**
	Activity 5: Through a participatory planning process develop management plans with geographic zones for Mt Fatumasin (Kutulau) PA and the Mt Legumau PA.	CA
	Activity 6: Using gender-sensitive participatory rural appraisal techniques identify the key socio-economic issues in the target sucos within and near the PAs and develop frameworks for community conservation arrangements.	CA
	Activity 7: Carry out sustainable financing feasibility studies for the two PAs.	CA
Output 1.1.4: Implementation of selected components of the approved management and business plans for the Mount Fatumasin (Kutulau) and Mount Legumau PAs initiated.	Activity 1: Demarcate the boundaries of the two PAs.	CA
	Activity 2: Develop an implementation plan for each of the two PAs based on the priority actions outlined in the PA management plans and consultation with local stakeholders.	CA
	Activity 3: Initiate the implementation of the selected components of the management plans.	CA
	Activity 4: Initiate the implementation of one activity in each of the two PA business plans.	CA
	Activity 5: Consolidate the results and lessons learned from the implementation of the management plans and business plans into informative knowledge products, including case study reports, short video documentaries, etc.	CA

Outcome 2.1: Land degradation drivers halted and/or minimized in key catchment areas		
Outputs	**Activities**	**Status**
Output 2.1.1: Sucos design and adopt NRM plans into both traditional and government regulations	Activity 1: Through a participatory, gender-sensitive process and the sustainable livelihoods framework, map out key natural resources features, socioeconomic conditions, and traditional systems in place for the 10 project sucos.	CA
	Activity 2: Develop gender sensitive draft NRM plans for each of the 10 project sucos.	CA
	Activity 3: Consultation on the draft NRM plans with community deliberation and awareness campaigns, ensuring that both men and women can access the information.	CA
	Activity 4: Produce supportive knowledge products to facilitate the socialization process; these can include posters, short informative videos, etc.	CA
	Activity 5: Facilitate adoption of the NRM plans by the suco authorities and traditional leaders.	CA

Outcome 2.1: Land degradation drivers halted and/or minimized in key catchment areas		
Outputs	**Activities**	**Status**
Output 2.1.2: Suco regulations to improve natural resource management approved and implemented	Activity 1: Assist the ten sucos in integrating the NRM plans into the suco regulations.	CA
	Activity 3: Support implementation of priority actions included in the suco NRM plans.	CA
	Activity 4: Prepare relevant knowledge products, including but not limited to case study reports, video documentation, spotlight on traditional knowledge, etc.	CA

Outcome 2.2: Capacity for communities to manage their natural resources substantially		
Outputs	**Activities**	**Status**
Output 2.2.1: Capacity for communities to manage their natural resources substantially	Activity 1: Develop a youth training program, in collaboration with enabling stakeholders such as training institutes (SEPFOPE), national certification bodies (INDMO), training NGOs, and environmental NGOs.	CA
	Activity 2: Facilitate accreditation of the youth training modules.	CA
	Activity 3: Design and deliver a Training of Trainers program for at least one NGO or small business, with inclusion of women among the trainers.	CA
	Activity 4: Through open announcement and targeted recruitment, enlist trainees for the youth training program.	CA
	Activity 5: Activity 5: Support the youth onto a nationally certified training program, incorporating learning-by-doing, integrated with the field work carried out on the project.	CA
	Activity 6: Organize a national workshop on youth NRM training.	CA
Output 2.2.2: Community level conservation groups established (or strengthened) and capacitated through training, exchange visits, and learning-by doing field activities	Activity 1: Establish (or strengthen) conservation groups in each of the ten project sucos.	CA
	Activity 2: Organize exchange visits, including to the conservation groups in Nino Konis Santana National Park who are overseeing the locally managed marine area (LMMA).	CA
	Activity 3: Provide field oversight to the conservation groups in implementing the priority actions in the suco NRM plans.	CA
	Activity 4: Organize a national stakeholder workshop, for facilitating linkages with enabling partners, and providing training on proposal writing and state-of-the-art techniques in community-based biodiversity conservation and natural resource management.	CA

Outcome 2.2: Capacity for communities to manage their natural resources substantially		
Outputs	**Activities**	**Status**
Output 2.2.3: Sustainable use of forest resources training delivered, and pilot implementation supported.	Activity 1: Carry out gender-inclusive feasibility assessments, supported by value chain analyses for sustainable use options.	CA
	Activity 2: Deliver training on sustainable use of forest resources.	CA
	Activity 3: Assist in facilitating relevant permits and licenses for the sustainable use of forest resources.	O
	Activity 4: Organize a national workshop on sustainable use of forest resources.	CA
	Activity 5: Develop knowledge products of the results and lessons learned.	CA

Outcome 3.1: Sustainable forest management in priority catchment corridors substantially improved		
Outputs	**Activities**	**Status**
Output 3.1.1: Forests in the two priority catchments are mapped and identified according to their conservation value.	Activity 1: Compile available secondary data required for classifying the high conservation values of the forests within the Comoro and Irabere catchments.	CA
	Activity 2: Carry out field surveys in the Comoro and Irabere catchments, applying the procedures outlined in Conservation International's Rapid Assessment Program (RAP).	O
	Activity 3: Develop spatial maps of High Conservation Values for the Comoro and Irabere catchments.	CA
	Activity 4: Organize a national stakeholder workshop to present and discuss draft HCV assessment results.	CA
	Activity 5: Working with MALFF officials, update the national GIS forest maps with the information collected on the RAP assessments	CA
	Activity 1: Design and deliver awareness campaigns.	CA
	Activity 2: Deliver capacity-building programs in sustainable forest management.	CA
	Activity 3: Support the implementation of community-based sustainable forest management.	CA

Outcome 3.2: Priority degraded areas rehabilitated and/or reforested		
Outputs	**Activities**	**Status**
Output 3.2.1: Priority forest rehabilitation and reforestation plans developed, validated, and approved by	Activity 1: Validate degraded areas for rehabilitation and reforestation in the Comoro and Irabere catchments through community consultations and ground-truthing.	CA
	Activity 2: Develop Forest reforestation plans.	CA

Outcome 3.2: Priority degraded areas rehabilitated and/or reforested		
Outputs	**Activities**	**Status**
communities and government	Activity 3: Facilitate approval of the forest reforestation plans by central government and suco authorities.	CA
Output 3.2.2: Plant nurseries strengthened and/or established, and communities trained on revegetation techniques	Activity 1: Validate the budget estimations for the community nurseries, including planned locations, water supply options, capacity-building needs, and infrastructure.	CA
	Activity 2: Design, procure, and construct the community nurseries.	CA
	Activity 3: Deliver training to communities, e.g., conservation groups, on the operation of the nurseries.	CA
Output 3.2.3: rehabilitation and/or reforestation plans implemented	Activity 1: Carry out baseline data collection for monitoring at the areas earmarked for forest restoration.	CA
	Activity 2: Implement the planned forest restoration activities.	CA
	Activity 3: Monitor and evaluate the restoration activities.	CA
	Activity 4: Maintain the restoration areas according to results of the monitoring.	CA
	Activity 5: Prepare knowledge products, documenting results and lessons learned.	CA
	Activity 6: Organize a national stakeholder workshop, sharing experiences in reforestation and rehabilitation.	CA

Annex 12 MAF Commitment Letter on Mount Legumau Pillar Installation

MINISTÉRIO DA AGRICULTURA E PESCAS

DIREÇÃO GERAL FLORESTAS
CAFÉ E PLANTAS INDUSTRIAIS
DIRETOR GERAL
AvenidaCaicoli-Vera Cruz Dili, Timor-Leste
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Email: dgfcpimap@outlook.com

No. Ref. 392 /DGFCPI-MAP/X/2022 Dili, 12 October 2022

To : Mr. Manuel Mendes
Country Director Conservation International (CI)

Subject : **DGFCPI Comitment to the National Protected Area sign post installation Mt. Legumau, Protected Area.**

Dear Mr. Manuel Mendes

This is to inform that the Directorate General for Forestry, Coffee, and Crops Industry (DGFCCI) the Ministry of Agriculture, Forestry and Fisheries (MAF) of Timor-Leste is supported the GEF project "Securing the long-term conservation of Timor-Leste's biodiversity and ecosystem services through the establishment of a functioning National Protected Area Network and the improvement of natural resource management in priority catchment corridor".

As a result, the Ministry has committed to complete the Procurement sign post and its installation at Mt. Legumau Protected Area (with a total of 644 Pillars –covering 17.882 HA), in the use the FY23/24 government budget according to budget allocation.

Sincerely Yours,

Mr.Raimundo Mau, S.P., M.Sc
Director General for Forestry, Coffee, Industrial Plants

Cc.

1. Minister of Agriculture and Fisheries, Mr. Pedro dos Reis, M.Si.,IPU
2. National Director of forests Conservation and Eco-Tourism Development.

Annex 13 Current Development on List of Protected Species and Prohibited Invasive Alien Species in Mount Kutulau and Mount Legumau Protected Areas

List of Protected Species and Prohibited Invasive Alien Species

1. Bird species

Taxonomic Name	**English Common Name(s)**	**Tetun/Local Name (if available)**	**Justification (if new)**
Globally threatened			
Gallicolumba hoetdii	Wetar Ground Dove		
Treron psittaceus	Timor Green Pigeon		
Ducula cineracea	Timor Imperial Pigeon		
Turacoena modesta	Black Dove		
Ducula rosacea	Pink-headed imperial pigeon	Manu pombu	
Psitteuteles iris	Iris Lorikeet	Loriko ulun mean	
Aprosmictus jonquillaceus	Olive-shouldered Parrot	Loriko liras makerek	
Todiramphus australasia	Cinnamon-banded kingfisher		
Geokichla dohertyi	Chestnut-backed Thrush		
Geokichla peronii	Orange-sided Thrush		
Saxicola gutturalis	White-bellied Bush Chat		
Ficedula timorensis	Black-banded Flycatcher		
Heleia muelleri	Spot-breasted Heleia		
Lonchura fuscata	Timor Sparrow		

Locustella timorensis	Timor Bush Warbler		
Fregata andrewsi	Christmas Frigatebird		
Cacatua sulphurea	Yellow-crested cockatoo	Kakatua	
Charadrius javanicus	Javan Plover		
Charadrius peronii	Malaysian Plover		
Limnodromus semipalmatus	Asian dowitcher	Manu rade ibun naruk	
Esacus magnirostris	Beach Stone-curlew		
Numenius madagascariensis	Eastern Curlew		
Limosa limosa	Black-tailed Godwit		
Calidris tenuirostris	Great Knot		
Highly Restricted Global Distribution			
Macropygia magna	Bar-necked Cuckoo Dove		
Trichoglossus euteles	Olive-headed lorikeet		
Centropus mui	Timor Coucal		
Ninox fusca	Streaked Boobook		
Caprimulgus cieciliae	Timor Nightjar		
Oriolus melanotis	Timor Oriole		
Sphecotheres viridis	Timor Figbird		
Pnoepyga timorensis	Timor Wren-babbler		
Gerygone inornata	Plain Gerygone		
Urosphena subulata	Timor Stubtail		
Phylloscopus presbytes	Timor Leaf-warbler		
Buettikoferella bivittata	Buff-banded Thicketbird		
Cyornis hyacinthinus	Timor Blue Flycatcher		
Pachycephala orpheus	Fawn-breasted Whistler		

Pachycephala macrorhyncha	Yellow-throated Whistler		
Philemon inornatus	Timor Friarbird		
Meliphaga reticulata	Streak-breasted Honeyeater		
Lichmera flavicans	Flame-eared Honeyeater		
Myzomela vulnerata	Black-breasted Myzomela		
Cinnyris solaris	Flame-breasted Sunbird		
Dicaeum maugei	Blue-cheeked Flowerpecker		
Erythrura tricolor	Tricolored Parrotfinch		
Trichoglossus capistratus	Marigold Lorikeet	Loriko fulun makerek	
Dicrurus densus	Wallacean Drongo		
Horornis vulcanius	Sunda Bush-warbler		
Muscicapella hodgsoni	Pygmy Flycatcher		
Raptor Species			
Accipiter fasciatus	Brown Goshawk		
Pandion cristatus	Eastern Osprey		
Aviceda subcristata	Pacific Baza		
Elanus caeruleus	Black-winged Kite		
Milvus migrans	Black Kite		
Haliastur indus	Brahminy Kite		
Haliaeetus leucogaster	White-bellied Sea Eagle		
Circaetus gallicus	Short-toed Snake Eagle		
Circus assimilis	Spotted Harrier		
Accipiter soloensis	Chinese Goshawk		
Aquila fasciata	Bonelli's Eagle		
Falco moluccensis	Spotted Kestrel		
Falco longipennis	Australian Hobby		
Falco peregrinus	Peregrine Falcon		
Highly hunted, limited Timor-Leste population, heavily traded			
Megapodius reinwardt	Orange-footed Scrubfowl		
Gallus gallus	Red Junglefowl		

Columba vitiensis	Metallic Pigeon		
Macrophygia ruficeps	Little Cuckoo-Dove		
Ptilinopus cinctus	Banded fruit dove		
Ptilinopus regina	Rose-crowned Fruit Dove		
Geoffroyus geoffroyi	Red-cheeked parrot	Loriko hasan mean	
Tanygnathus megalorynchos	Great-billed parrot	Loriko ibun mean	
Collocalia fuciphaga	Edible-nest Swiftlet		
Collocalia esculenta	Glossy Swiftlet		
Brachypteryx leucophrys	Lesser Shortwing		
Turdus poliocephalus	Island Thrush		
Seicercus montis	Yellow-breasted Warbler		
Ficedula westermanni	Snowy-browed Flycatcher		
Philemon buceroides	Helmeted Friarbird		
Dicaeum sanguinolentum	Blood-breasted Flowerpecker		
Zosterops montanus	Mountain White-eye		

2. Terrestrial fauna (mammals, amphibians, reptiles, insects, freshwater fish)

Taxonomic Name	**English Common Name(s)**	**Tetun/Local Name (if available)**	**Justification (if new)**
Crocodylus porosus	Saltwater crocodile	Lafaek tasi	Controversial and needs widespread consultation. Needs studies on crocodile population and education on living with crocodiles.
Chelodina mccordi timorlestensis	Lake Ira Lalaro Snake-necked Turtle		Unique to TL; Restricted to Lake Ira Lalaro/

			likely very threatened
Broghammerus (Python) reticulates	Reticulated Python		Harvested in many countries
Liasis mackloti	Water Python		
Broghammerus (Python) timorensis	Timor Python		Endemic. Highly valued in international pet trade
Varaus sp.	Atauro Monitor		New identified species of large lizards, likely to be susceptible to trade and hunting
Gekko gecko	Tokay gecko		Internationally susceptible to trade especially for Chinese traditional medicine
Crocidura tenuis	Timor Shrew		
Dobsonia peronii peronii	Western Naked-backed Fruit Bat		All bats in this list have been added based on advice from Dr Kyle Armstrong and Dr Ken Aplin. Those added due to IUCN status, threats. See separate advice.
Acerodon mackloti	Sunda fruit bat		
Eonycteris spelaea	Lesser dawn bat		
Pteropus griseus griseus	Gray flying-fox		
Nyctimene keasti	Keast's tube-nosed fruit bat		
Pteropus lombocensis	Lombok flying fox		
Pteropus vampyrus	Large flying-fox		
Rousettus amplexicaudatus	Geoffroy's rousette		
Taphozous achates	Indonesian tomb bat		
Taphozous melanopogon	Black-bearded tomb bat		

Rhinolophus canuti timoriensis	Canut's horseshoe bat		
Rhinolophus celebensis parvus	Sulawesi horseshoe bat		
Rhinolophus montanus	Timorese horseshoe bat		
Rhinolophus aff. *philippinensis*	Undescribed Large-eared horseshoe bat		
Hipposideros bicolor hilli	Bicoloured leaf-nosed bat		
Hipposideros diadema diadema	Diadem leaf-nosed bat		
Hipposideros sumbae aff. *rotiensis*	Sumban leaf-nosed bat		
Harpiocephalus aff. *harpia*	Undescribed Hairy-winged bat		
Kerivoula sp.	Undescribed woolly bat		
Murina aff. *florium*	Undescribed tube-nosed bat		
Nyctophilus sp.	Undescribed long-eared bat		
Miniopterus australis	Little bent-winged bat		
Miniopterus magnater	Large bent-winged bat		
Miniopterus oceanensis	Australasian bent-winged bat		
Miniopterus pusillus	Small bent-winged bat		
'*Rattus'* sp.	Undescribed Forest Rat		All rats/mice: Endemic to Timor. Advice suggests extinct because only deposits found in caves; but may persist in remote areas, so it should be included in the list.
'*Melomys*' sp. 1	Undescribed Mosaic-tailed Rat		
'*Melomys*' sp. 2	Undescribed Mosaic-tailed Rat		
Coryphomys buehleri	Buhler's Coryphomys		

Coryphomys musseri	Musser's Coryphomys		
Giant rat Genus A Undescribed species 1	Giant rat		
Giant rat Genus A Undescribed species 2	Giant rat		
Giant rat Genus A Undescribed species 3	Giant rat		
Giant rat Genus B Undescribed species	Giant rat		
Giant rat Genus C Undescribed species 1	Giant rat		
Giant rat Genus C Undescribed species 2	Giant rat		

3. Terrestrial flora

Taxonomic Name	**English Common Name(s)**	**Tetun/Local Name (if available)**	**Justification (if new)**
Santalum album	Sandalwood	Ai-camelli	
Intsia bijuga	Borneo Teak, Moluccan Ironwood	Ai-teka	
Pterocarpus indicus	Amboyna Wood, Burmese Rosewood, Red Sandalwood		
Dalbergia latifolia	Bombay Blackwood, Indian Rosewood, Indonesian Rosewood, Malabar Rosewood		
Millettia xylocarpa			Rare in old secondary deciduous forest at Ira Malaru; same name applied as for Dalbergia latifolia above.
Antiaris toxicaria			
Neoalsomitra scheffleriana, subsp. podagrica (Middleton)		Fataluku – Matarufa uku	Restricted habitat.
Carallia brachiata	Freshwater Mangrove, Carallia	Ai parapa (be'e) Fataluku – Oi	Rare

Cycas spp.	Cycad species		All species of cycads added as they tend to be vulnerable
Eleocharis geniculata	Canada Spikesedge, Spike rush		
Daphniphyllum timorianum			Endemic to Timor and Flores; restricted to Mundo Perdido
Pometia pinnata			Timber tree restricted to primary forest near Malahara, Tutuala
Pouteria nitida			Timber tree restricted to primary forest near Malahara, Tutuala
Podocarpaceae spp.			Very restricted habitat in primary evergreen montane forest above 600m (e.g., Mundo Perdido)
Aglaia lawii			Rare and likely threatened, Malahara area
Aglaia smithii Koord.			IUCN Red List (Indonesia)
Mammea timorensis kost			IUCN Red List (Indonesia)
Aerides timorana			11 new orchid species all included due to likelihood of rarity and susceptible to grazing pressure and harvesting
Bulbophyllum sundaicum			
Diuris fryana			

Habenaria ankyolcentron			
Habenaria cauda-porcelli			
Habenaria giriensis			
Liparis aurita			
Oberonia glandulifera			
Peristylis timorensis			
Pterostylis timorensis			
Thelymitra forbesii			
Canarium sp.	Kenari tree	Ai-kear	
Ficus sp.	Fig tree	Ai-hali	

4. Marine species

Taxonomic Name	**English Common Name(s)**	**Tetun/Local Name (if available)**	**Justification (if new)**
	Turtle (all species)	Lenuk	
Dugong dugon	Dugong	(Karau tasi)	
	Whale (all species)	Baleia	
	Dolphin (all species)	Lumba lumba/tunino	
	Seal (all species)	Asu tasi (liras badak)	
	Sea Lion (all species)	Asu tasi (liras naruk)	
Rhincodon typus	Whale shark	Tubiraun	
Tridacna and Hippopus spp (Family – Tridacnidnae)	Giant clams (all species)	Sipu	Include all giant clam species; easier to do so using family name
Syngnathidae (family)	Sea horses and Pipefish (all species)		

Cheilinus undulatus	Giant Wrasse, Humphead, Humphead Wrasse, Maori Wrasse, Napoleon Wrasse, Truck Wrasse, Undulate Wrasse	Niru fatuk/ lamor makerek	
Pinctada maxima	Pearl oyster	Ramis	
Anthozoa (class)	Coral (all species)	Ahu-ruin	
Nautilidae (family)	Nautilus (all species)		
Cypraeidae (family)	Cowry/cowrie		

5. All other species listed in Appendix I or Appendix II of the *Convention on the International Trade in Endangered Species* (CITES), and the IUCN Red List.

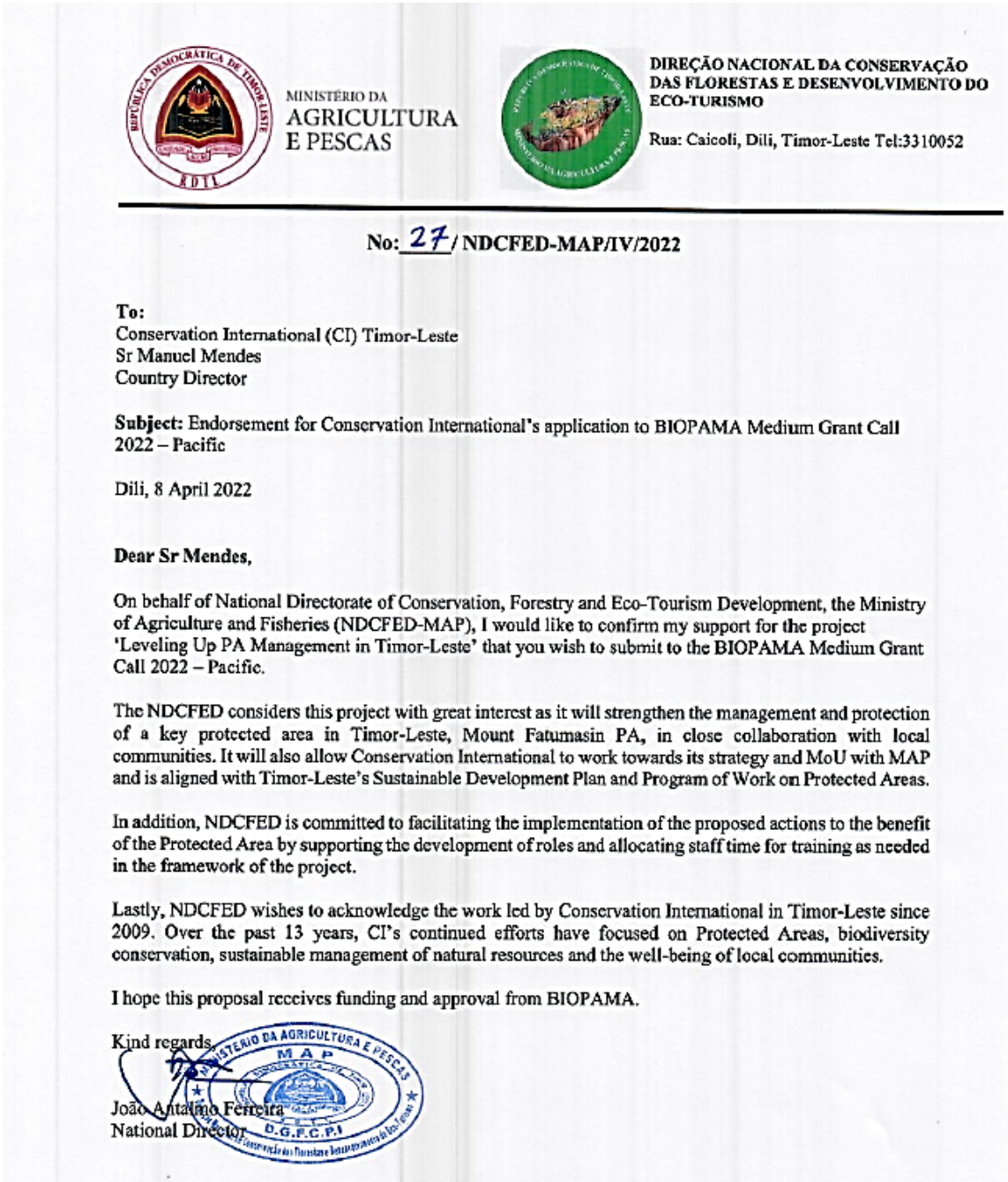
List of prohibited Invasive Alien Species

For the purposes of Article 35(1)(a), species alien to Timor-Leste and are known to be invasive, therefore their import and movement in the country are strictly prohibited are:

Taxonomic Name	**English Common Name(s)**	**Tetun/Local Name (if available)**
Bufo marinus	Cane toad	
Duttaphrynus melanostictus	Common Asian Toad	Manduku Interfet
Cyprinus carpio	Common carp	
Aedes aegypti	Yellow fever mosquito	
Paratrechina longicornis	Crazy ant	Nehek mean (boot)
Varanus indicus	Mangrove monitor	Lafaek rai-maran
Jatropha gossypifolia		Jatropa
Sida acuta	Common Wireweed	
Lantana camara		
Tithonia diversifolia		Bunga matahari
Parkinsonia sp.	Palo Verde	
Prosopis pallida	Mesquite	Ai-tarak

Ziziphus mauritiana	Rhamnaceae	Ai-look
Chromolaena odorata	Siam Weed	Duut sukar/mutin
Mimosa diplotricha	Giant sensitive plant	Maria moedor
Leucaena leucocephala		Ai-kafe
Thevetia peruviana	Yellow oleander	Ai-funan korneta

Annex 14 Endorsement for Conservation International's application to BIOPAMA Medium Grant Call 2022 – Pacific



MINISTÉRIO DA AGRICULTURA E PESCAS

DIREÇÃO NACIONAL DA CONSERVAÇÃO DAS FLORESTAS E DESENVOLVIMENTO DO ECO-TURISMO

Rua: Caicoli, Dili, Timor-Leste Tel:3310052

No: 27 / NDCFED-MAP/IV/2022

To:
Conservation International (CI) Timor-Leste
Sr Manuel Mendes
Country Director

Subject: Endorsement for Conservation International's application to BIOPAMA Medium Grant Call 2022 – Pacific

Dili, 8 April 2022

Dear Sr Mendes,

On behalf of National Directorate of Conservation, Forestry and Eco-Tourism Development, the Ministry of Agriculture and Fisheries (NDCFED-MAP), I would like to confirm my support for the project 'Leveling Up PA Management in Timor-Leste' that you wish to submit to the BIOPAMA Medium Grant Call 2022 – Pacific.

The NDCFED considers this project with great interest as it will strengthen the management and protection of a key protected area in Timor-Leste, Mount Fatumasin PA, in close collaboration with local communities. It will also allow Conservation International to work towards its strategy and MoU with MAP and is aligned with Timor-Leste's Sustainable Development Plan and Program of Work on Protected Areas.

In addition, NDCFED is committed to facilitating the implementation of the proposed actions to the benefit of the Protected Area by supporting the development of roles and allocating staff time for training as needed in the framework of the project.

Lastly, NDCFED wishes to acknowledge the work led by Conservation International in Timor-Leste since 2009. Over the past 13 years, CI's continued efforts have focused on Protected Areas, biodiversity conservation, sustainable management of natural resources and the well-being of local communities.

I hope this proposal receives funding and approval from BIOPAMA.

Kind regards,

João Antalino Ferreira
National Director

Annex 14 Satisfaction and Raised Concerns on Environmental and Social Safeguards (Gender Mainstreaming, Stakeholder Engagement, Accountability and Grievance Mechanism)

No.	Stakeholders	Satisfaction	Raised Concerns
1	CI-TL	They have tried their best.	**Environmental Safeguard:** Establish fully functioning PAs and their sustainability.
2	MoE	From nothing to something (PAs)	**Accountability Grievance Mechanism:** Continuity of the project must be ensured.
3	MALF	From nothing to something (PAs)	**Environmental Safeguard:** Zonation determination for cultural sites is needed to safeguard the PAs and maintain conservation efforts. The project's continuity must be assured.
4	MAF Municipality Director – Baucau and Lautem	From nothing to something (PAs); TLSNAP activities are beneficial for the community. The government staff collaborates well with CI TL.	**Accountability Grievance Mechanism:** There is a need for assurance of the continuation of the project, especially in Irabere areas with difficult access. Ensure that the pillar installation is the government's responsibility.
5	MAF Municipality Forest Guard	Participating in PA design started with mapping, developing plans, and monitoring community activities.	**Stakeholder engagement:** Inclusive training and improvement in means and tools for the Forest Guard. The project's continuity must be assured.
6	Post Administrator of Baquia	From nothing to something (PAs) - The initiatives of PA and nature-based and cultural-based eco-tourism have reduced environmental degradation by shifting agriculture, forest fires, and wild animal trading.	**Grievance Mechanism:** The installation has not been completed yet, and the most necessary demarcation borders of suco have not been marked, but there is no instruction from the central government on the continuity of the project nor news on the budget to continue the program - the current intervention has not been enough to create enabling conditions for planned nature and cultural-based eco-tourism.
7	Post Administrator - Bazartete	It is good for the people. The water Conservation program and trees planted have been proven since the two biggest *debu* (water catchment still have water during the current long dry season), and the community	**Stakeholder engagement:** The community conservation activities in the PA should be continued; otherwise, people will get back to their old habit of illegal logging and hunting.

No.	Stakeholders	Satisfaction	Raised Concerns
		wants to build more debus in the up-hill area.	
8	Chefe-Suco of Cainleu	The project has supported the community a lot.	**Stakeholder engagement:** Continuity of the project is still needed. The project did not incentivize the community, so sometimes, it takes a lot of work to ensure their participation.
9	Chefe-Suco of Leorema	Women's participation is very high; however, they may delegate their attendance or voices to the male members if they must care for their families, prepare for the traditional ceremonies, or during the market days.	**Stakeholder engagement:** Lack of experience in the production process. Programs in craft making using traditional materials are more attractive. For example, sewing, weaving, cooking traditional food, and creating unique local food for gifts or souvenirs, such as cassava, sweet potato, taro, and banana. The community would appreciate it if they could have tools to make chips and if there is a teacher who can come to help us utilize the excessive palm fruit and in food preservation.
10	Chefe-Suco Fahilebu	The project has delivered assistance through community groups, and the community has received benefits. CI-TL has continued to support the village through another project (BIOPAMA).	**Environmental Safeguard:** Projects must be integrated; for example, tree planting combines with livestock projects (manure can be used as compost for the trees and vegetable/horticulture).
11	Chefe-Cuco Ulmera	**Accountability:** The project provided seeds for the community, conservation nurseries, and household farming and increased productivity in fruit farming, industrial, and HCV plants.	**Grievance Mechanism:** Multi-sectoral coordination in suco development for material dumping in PA areas. The project's continuity must be assured.
12	Community conservation group – Ulmera (including 1youth)	NRM plans, effective Tara Bandu. Inclusive trainings and small grants.	**Accountability Grievance Mechanism:** Job distribution in nurseries and planting the seedling. **Stakeholder engagement:** There should be support for continuous learning - in innovation and best farming practices.
13	Community conservation	The project has benefited the community.	**Environmental Safeguard:** Integrate Coffee and tourism.

No.	Stakeholders	Satisfaction	Raised Concerns
	group - Leorema (incl. youth)		**Stakeholder engagement:** Consider real benefits for the young people – to ensure the PA will function better.
14	Community conservation group - Fahilebu (including 1 youth)	The activities are beneficial for the community members themselves and for the village. The conservation activities are helpful for the community.	**Stakeholder engagement:** The community expected CI to be able to reach other community members who had not been involved in the project activities since there were some community members in the village who had yet to be involved in the project. It is for inclusivity reasons. Transparency and consistency on issues related to fund/financial support for the community group to ensure understanding among community conservation group members. **Environmental Safeguard:** Community preference for trees with high commercial values, i.e., mahogany, has yet to be fully fulfilled.
15	Community conservation group - Cainleu	The conservation activities related to the water problem in the village benefit the community, and they are also thankful for the fruit trees and other industrial trees, such as Mahony.	**Accountability Grievance Mechanism:** Community concerns about access to the market should be addressed.
16	Community conservation group - Bahatata (including youth)	Nine youths got training in Dili. Social-cultural development – with improved livelihood and economic conditions, the community can make a better house, having more livestock (chicken, goat, pig, buffalo) and make a cultural house (*rumah adat*) for each family for ancestor worship	**Stakeholder engagement:** There is good group participation from both male and female members. However, the youth was reluctant and chose to look for other "paid" jobs. The three youths left did not know what to do since no money was involved. The head of Suco also recruited the people and facilitated the group. The people think that they will be given some money in advance. If there is no money, they do not want to work." Before being able to work, the stomach must be full; before working, there must be some money first." **Environmental Safeguard:** People are disappointed because there are not enough seedlings, but the nursery cannot support the community's demand for fruit and industrial trees. We have not received vanilla cultivation, livestock production, or conservation training, and no such assistant (CBFA) training. CI has not yet given any

No.	Stakeholders	Satisfaction	Raised Concerns
			training besides the introduction, and there is no continuity or further information from CI and the local government, even though they have asked. **Accountability Grievance Mechanism:** The complaints about unwillingness to do the voluntary job have been directed to the last Chefe-Suco. After he passed away, the one who acted as the Chefe-Suco still supported the project, but he could not decide anything on this matter, so the matter was stagnant.
17	CBFA	It is a new beginning of PA development in TL with inclusive and participatory stakeholder engagement.	**Environmental safeguard:** The conservation activities in the PA should be continued. Otherwise, people will get back to their old habits.